



Annual Report ■ Fiscal Year 2008



Coordinating Board for Higher Education

Kathryn Swan, *Chair*
Cape Girardeau, Missouri

Gregory Upchurch, *Vice Chair*
St. Louis, Missouri

Duane Schreimann, *Secretary*
Jefferson City, Missouri

Doris Carter
Florissant, Missouri

David Cole
Cassville, Missouri

Lowell Kruse
St. Joseph, Missouri

Jeanne Patterson
Belton, Missouri

Helen Washburn
Columbia, Missouri

Mary Beth Luna Wolf
St. Louis, Missouri

MDHE Commissioner
Robert Stein
Jefferson City, Missouri

Annual Report ■ Fiscal Year 2008



Missouri Department of Higher Education
3515 Amazonas Drive
Jefferson City, MO 65109-5717
Phone: 573-751-2361 ■ Fax: 573-751-6635 ■ Information Center: (800) 473-6757
www.dhe.mo.gov ■ info@dhe.mo.gov

Dear Governor Nixon, Members of the General Assembly, and Citizens of Missouri:

The Coordinating Board for Higher Education and the Department of Higher Education are pleased to present this Annual Report of accomplishments, benchmarks and statistics related to Missouri higher learning for fiscal year 2008.

Chief among this year's accomplishments is the coordinated plan, *Imperatives for Change: Building a Higher Education System for the 21st Century*, adopted in the waning days of the fiscal year. This accomplishment and the collaborative process that led to it are described on page 7 and a copy of the plan is included in Appendix A.

Most significantly, *Imperatives for Change* defines performance measures that will gauge the progress of higher education across the state — from individual institutions to statewide goals — to increase accountability, identify strengths and address weaknesses. In fiscal year 2009, *Imperatives for Change* will encompass elements of the Annual Report; realign goals, objectives and measures with state priorities of the new administration; and track attainment of improved performance throughout Missouri.

During the past fiscal year, the Higher Education Funding (HEF) Task Force, made up of representatives from the Missouri legislature, governor's office, higher education institutions and MDHE staff, adopted a new framework for future funding of higher education. The task force worked throughout the year to develop a policy-driven business model that meets the needs of students, citizens, communities, and the Missouri economy. Its three broad components include 1) Maintaining quality in core mission funding; 2) Improving and expanding opportunity through strategic initiatives; and 3) Rewarding quality and results. The new framework was applied for the first time to the budget appropriation request for fiscal year 2010.

Imperatives for Change and the HEF Task Force are just two examples of enhanced productivity made possible through coordination and collaboration. Participation among institutions, the General Assembly, governor's office, other state agencies and the public propelled advances in planning for the future of higher education in Missouri.

Enrollment in colleges and universities increased during fiscal year 2008, with public two-year colleges leading the growth. Missouri continues to struggle to adequately support its schools financially, though modest gains were made during the previous two fiscal years. Indeed, state financial support for higher education coupled with a commitment to efficiency remains the highest need and priority for attaining the goals set forth in *Imperatives for Change*. As Missouri moves forward under new leadership, we anticipate forging successful partnerships with all constituents to conquer challenges that arise in these difficult economic times.

With pride in our accomplishments and confidence for the future of higher education in Missouri, we are pleased to submit this Annual Report.

Kathryn F. Swan



Chair

Coordinating Board for Higher Education

Table of Contents

Introduction	6
Imperatives for Change.....	7-9
Changes in Enrollment and Programs	9-12
Enrollment Comparison – Fall 2003, 2006, and 2007	10
Proprietary Schools.....	11
Higher Education Institution Program Actions.....	11
CBHE Requests and Recommendations and Institutional Compliance	13-18
Off-Campus/Out-of-Taxing District Site Surveys	13
Educational Attainment in Cape Girardeau	14
Committee on Transfer and Articulation (COTA).....	15
Missouri High School Graduates Report.....	15
Higher Education Funding (HEF) Task Force	16
Midwestern Higher Education Compact (MHEC).....	17
Missouri-Kansas Reciprocal Agreement.....	18
Development and Coordination in Higher Education	19-21
Curriculum Alignment Initiative.....	19
The P-20 Council	20
Teacher Quality	20
METS Coalition.....	21
Missouri Department of Higher Education Student Aid Programs	22-29
Programs	22
State Student Financial Aid Committee (SSFAC)	26
GEAR UP Missouri.....	27
College Access Challenge Grant.....	27
Student Loan Program Overview	28
Budget Recommendations	30-31
Caring for Missourians	31
Capital Funding.....	31
Conclusion	31
Appendix	32-66
Appendix A: Imperatives for Change	32
Appendix B: Participation Rates, Public Institutions.....	46
Appendix C: Participation Rates, Private Institutions	50
Appendix D: Proprietary School Enrollment	54
Appendix E: Academic Program Actions.....	56
Appendix F: Missouri State Student Aid Disbursed.....	66

Table of Contents

***“COORDINATION
and collaboration...
propel advances
in planning for the
future of higher
education in
Missouri.”***

— Kathryn F. Swan

Introduction

Section 173.040, RSMo defines the annual reporting requirements of the CBHE, and this annual report is arranged according to these five statutory requirements.

Missouri Revised Statutes Chapter 173 Department of Higher Education Section 173.040

Reports to Governor and General Assembly, contents.

173.040. *The coordinating board is directed to submit a written report to the governor or governor-elect at least forty-five days prior to the opening of each regular session of the general assembly and to submit the same report to the general assembly within five days after the opening of each regular session. The report shall include:*

- 1. A statement of the initial coordinated plan for higher education in Missouri, together with subsequent changes and implementations;*
- 2. A review of recent changes in enrollments and programs among institutions of higher education in the state;*
- 3. A review of requests and recommendations made by the coordinating board to institutions of higher education in accordance with section 173.030 and of the college's or university's response to requests and recommendations, including noncompliance therewith;*
- 4. The coordinating board's recommendations for development and coordination in state-supported higher education in the forthcoming biennium, within the context of the long-range coordinated plan;*
- 5. The coordinating board's budget recommendations for each state-supported college or university for the forthcoming biennium.*

Imperatives for Change

Section 173.040(1), RSMo

The Coordinating Board for Higher Education (CBHE) and the Missouri Department of Higher Education (MDHE) have collaborated with presidents, chancellors, and other stakeholders on a coordinated plan for higher education, the development of which is mandated by state law.

Work over the last two years resulted in the adoption of a provisional coordinated plan at the June 12, 2008 CBHE meeting in Cape Girardeau. At that meeting, the CBHE directed presidents and chancellors to submit revisions to the provisional plan for consideration by the Board.

On July 30, 2008, the Coordinating Board approved *Imperatives for Change: Building a Higher Education System for the 21st Century* as the statewide coordinated plan, incorporating many of the revisions suggested by the Missouri Council on Public Higher Education (COPHE), the Missouri Community College Association (MCCA), Linn State Technical College, and several independent institutions. The approved plan is included as Appendix A.

The following is a detailed timeline of milestones associated with the development of the plan.

October 2007 - A draft framework of a new coordinated plan was reviewed by the CBHE and the Presidential Advisory Committee (PAC). It was agreed that any new plan would establish a public agenda for higher education in Missouri, and serve as a guide to institutions as they balance individual aspirations with a system that is responsive to statewide goals and educational needs.

February 2008 - The CBHE adopted an initial draft of *Imperatives for Change: Building a Higher Education System for the 21st Century*. Imperatives for Change was the conceptual document used in the development of goals and measures for the coordinated plan. The plan includes three major strategic issues: Increase Educational Attainment; Develop a 21st Century Society and Global Economy; and Enhance Resources through Increased Investment, Stewardship, and Responsibility.

April 2008 - MDHE staff presented presidents, chancellors, and the CBHE with a set of draft goals and indicators to be used as catalysts for discussing how the state should measure progress toward achieving critical goals and objectives.



**James Cheng
traveled from
Taipei, Taiwan
to study business
at the University
of Missouri-
Columbia, where he
received his MBA in
management and
marketing in 2008.**

May 2008 - Presidents, chancellors, and institutional representatives provided critiques and constructive suggestions on each set of draft goals, objectives, and indicators of progress submitted by the MDHE for review. Although great strides were made in the development of a consensus document, several challenges and disagreements lingered.

June 2008 - MDHE staff incorporated several editorial and format changes, as well as some substantive changes, to earlier drafts of the plan. The latest version identified particularly challenging areas that required further discussion with PAC and the CBHE for resolution. MDHE staff recommended that FY 2007 or the most recent year in which data is available be established as the baseline year for all data points included in the plan.

The CBHE and PAC discussed the challenges remaining in the coordinated plan. After discussion, the CBHE adopted the plan in a provisional status. Institutions were directed to work with their respective sector organizations to develop and submit a coordinated set of recommendations for revisions to the plan. The CBHE reviewed recommendations and finalized the coordinated plan for its first year of implementation.

July 2008 - A revised plan was adopted by the Coordinating Board based on consensus recommendations submitted by institutions.

Following adoption of *Imperatives for Change*, MDHE staff worked with staff at higher education institutions and other interested participants to develop data definitions and methodologies which will support public reporting of indicators and contributing factors required under the coordinated plan. MDHE staff convened a work session on July 16, 2008, to solicit institutional feedback on these issues and to develop a “technical manual” which will guide formal reporting associated with the coordinated plan. MDHE staff collected and analyzed available data.

MDHE staff is working with representatives from all institutions to clarify definitions and the methodology associated with reporting institutional performance measures. MDHE staff will continue data collection and analysis specific to statewide and institutional indicators, with the intent to present a baseline report incorporating these indicators for review at the Coordinating Board’s meeting in June 2009.

Changes in Enrollment and Programs

While *Imperatives for Change* has been formally approved as the statewide coordinated plan for higher education in Missouri, the plan will be periodically evaluated to ensure that it continues to meet the needs of the Coordinating Board, the MDHE, Missouri's postsecondary institutions, and the policymakers, students, and families who depend on a strong system of higher education in the state. The plan is already assisting stakeholders in evaluating progress associated with its goals, objectives, and indicators, as well as in further prioritizing and identifying action steps to be pursued by institutions, state policymakers, and others.

The MDHE collects information annually about student enrollment in Missouri's public and independent institutions. The data are made available to support the strategic planning work of the Coordinating Board, the institutions, and other interested stakeholders.

Summarized below are data on the total headcount, full-time equivalent (FTE), and first-time freshman enrollment totals from the public four-year, public two-year, and independent educational sectors across the state for the Fall 2003, 2006, and 2007 terms. The data show the following:

- Over the past five years, total headcount enrollment in Missouri's independent institutions has grown at a faster rate than enrollment in the state's public institutions;
- The public two-year institutions saw a slightly higher rate of growth from Fall 2006 to Fall 2007;
- These growth trends are also reflected in the five-year and one-year FTE enrollment at public institutions where FTE growth outpaces growth in total headcount, suggesting that students are taking on a greater course load over time;
- The state's public two-year institutions continue to lead the state in enrollment growth among first-time, full-time freshmen, over both the five-year and one-year periods.

Changes in Enrollment and Programs

Section 173.040(2), RSMo

Enrollment Comparison – Fall 2003, 2006, and 2007

Headcount Enrollment

	2003 Enrollment	2006 Enrollment	2007 Enrollment	% change 2003-07	% change 2006-07
Institutions Statewide	328,933	340,404	349,042	6.1%	2.5%
Public Institutions	216,220	218,267	223,096	3.2%	2.2%
<i>Public 4-year</i>	128,781	132,204	133,889	4.0%	1.3%
<i>Public 2-year</i>	87,439	86,063	89,207	2.0%	3.7%
Independent Institutions	112,713	122,137	125,946	11.7%	3.1%

Full-Time Equivalent (FTE) Enrollment

	2003 Enrollment	2006 Enrollment	2007 Enrollment	% change 2003-07	% change 2006-07
Institutions Statewide	230,995	243,066	249,549	8.0%	2.7%
Public Institutions	152,489	157,118	161,233	5.7%	2.6%
<i>Public 4-year</i>	98,281	102,885	104,344	6.2%	1.4%
<i>Public 2-year</i>	54,208	54,233	56,879	4.9%	4.9%
Independent Institutions	78,506	85,948	88,326	12.5%	2.8%

First-Time, Full-Time Freshman Enrollment

	2003 Enrollment	2006 Enrollment	2007 Enrollment	% change 2003-07	% change 2006-07
Institutions Statewide	37,624	41,318	42,434	12.8%	2.7%
Public Institutions	28,723	31,677	32,788	14.2%	3.5%
<i>Public 4-year</i>	16,765	17,774	18,336	9.4%	3.2%
<i>Public 2-year</i>	11,958	13,903	14,452	20.9%	3.9%
Independent Institutions	8,901	9,641	9,646	8.4%	0.1%

Tables detailing enrollment trends at individual Missouri institutions are included in Appendices B and C at the end of this report.

Changes in Enrollment and Programs

Proprietary Schools

The MDHE Proprietary School Certification Program is responsible for oversight activities such as the establishment of standards for school operation and monitoring of those operations to ensure students are treated in a fair and equitable manner and receive education and training consistent with the published objectives of the instructional programs and the school.

The total number of students enrolled in Missouri proprietary institutions continues to increase:

- 48,153 resident students were enrolled in Missouri's proprietary institutions in 2007, an increase of 3.9 percent from 2006 and an increase of 9.6 percent since 2003.
- 8,184 students enrolled at non-Missouri degree granting schools (regionally accredited schools offering instruction in Missouri) in 2007, a 2.4 percent decrease from 2006, but a 29 percent increase since 2003.

For more information regarding enrollment at proprietary institutions, please see Appendix D.

Higher Education Institution Program Actions

Academic program actions taken by the MDHE during fiscal year 2008 are reflected in the following tables. In general:

- The total number of program actions for public institutions increased by 61 percent.
- The total number of program actions for independent institutions increased by 47 percent.
- The number of graduate certificate proposals received by the CBHE increased by 40 percent between FY 2007 and FY 2008.

For more information regarding program actions, please see Appendix E.

***“THE BEAUTIFUL
thing about
learning is that
no one can take it
away from you.”
— B.B. King***

Higher Education Institution Program Actions

Public

	Certificate	Associate	Baccalaureate	Graduate	Total
Deleted	23	5	11	8	47
Inactivated	3	6	1	1	11
Other Program Changes*	30	33	60	58	181
New	4	4	9	7	24
Off-site	0	4	3	0	7
Programs Withdrawn	0	1	0	0	1

*Includes options inactivated/deleted, options added, titles changed, certificates added, programs combined

Independent

	Certificate	Associate	Baccalaureate	Graduate	Total
Deleted	0	0	0	0	0
Inactivated	0	0	0	0	0
Other Program Changes*	1	0	2	2	5
New	0	0	6	6	12
Off-site	0	0	4	4	8
Programs Withdrawn	0	0	0	0	0

*Includes options inactivated/deleted, options added, titles changed, certificates added, programs combined

As outlined in Section 173.030, RSMo, the CBHE has the responsibility within the provisions of the constitution and the statutes of the state of Missouri for ensuring the compliance of institutions in a variety of areas. These areas and the subsequent action taken by the CBHE or the MDHE staff during fiscal year 2008 are detailed in this section of the annual report.

173.030(1) *Requesting the governing boards of all state-supported institutions of higher education and of major private institutions to submit to the coordinating board any proposed policy changes which would create additional institutions of higher education, additional residence centers, or major additions in degree and certificate programs, and make pertinent recommendations relating thereto;*

While discussions occurred throughout the year about expansion of services to several under served areas, such as the northeast, southeast and southwest regions of the state, no formal policy changes were submitted during FY 2008.

173.030(2) *Recommending to the governing board of any institution of higher education in the state the development, consolidation, or elimination of programs, degree offerings, physical facilities, or policy changes where that action is deemed by the coordinating board as in the best interests of the institutions themselves and/or the general requirements of the state. Recommendations shall be submitted to governing boards by 12 months preceding the term in which the action may take effect;*

Pursuant to RSMo 174.251, Missouri Western State University is required to discontinue its associate degree programs as of July 1, 2010 or receive approval from the CBHE to continue delivering associate degrees. In July 2007, MWSU expressed interest to MDHE staff to retain several associate degree programs. MWSU was asked to coordinate with Metropolitan Community College-Kansas City and North Central Missouri College to develop a plan that would have support by all constituents, be responsive to local needs and protect students currently enrolled. All three institutions are currently working with MDHE staff to reach an agreement.

Off-Campus/Out-of-Taxing District Site Surveys

The Coordinating Board continued to monitor off-campus/out-of-taxing district instructional activity by Three Rivers Community College (TRCC) and Southeast Missouri State University (Southeast). As directed by the Coordinating Board, the institutions provided annual data concerning educational delivery systems in southeast Missouri.

CBHE Requests and Recommendations, and Institutional Compliance

Section 173.040(3), RSMo

Major findings from the report to the CBHE for FY 2008 include:

- Lower- and upper-division FTE were analyzed separately for the first time in FY 2007;
- TRCC's on-site FTE increased by 29 percent over FY 2006 at Sikeston, Malden, and Kennett, while Southeast's overall undergraduate FTE remained largely stable at the three primary sites;
- Southeast reports that 89.3 percent of degree-seeking students enrolled in fall 2006 at Sikeston, Malden, and Kennett had re-enrolled within the institution or completed by summer 2007. TRCC reports that 86 percent of degree-seeking students had re-enrolled or completed within a similar timeframe;
- FTE enrollment for Southeast at Poplar Bluff decreased between FY 2006 and FY 2007. Total FTE delivered by Three Rivers at its nine additional sites has also decreased in comparison to activity reported at additional sites in FY 2006.

The legal dispute between the institutions, which led to implementation of the survey, was resolved in June 2008. Data will be collected for FY 2008 and presented to the CBHE at its December 2008 meeting.

Educational Attainment in Cape Girardeau

In fall 2007, Three Rivers Community College (TRCC) expressed interest in establishing a residence center in Cape Girardeau County. TRCC was advised that an educational needs analysis of the region would be necessary prior to the Coordinating Board's consideration of a residence center. Several other groups also expressed interest in expanding delivery systems in Cape Girardeau. The Cape Girardeau Coalition was formed, composed of education providers and community leaders representing key business interests in the region. Members pooled resources and developed guidelines for a needs analysis and a process to use in the selection of a vendor capable of providing an objective, data-driven report of the postsecondary needs of the region.

MGT America, Inc. was selected through a competitive process to provide the analysis. It is anticipated that a final report will be available by February 2009. The coalition will use the findings in the final report to determine next steps. Forging a coalition among local competing interests to identify needs and best solutions is being promoted as a model for adaptation to other regions.

Committee on Transfer and Articulation (COTA)

COTA is pursuing the following initiatives intended to improve Missouri's transfer and articulation system:

Dual Credit Survey –In April 2008, COTA conducted a survey of faculty policies and practices involving dual credit at each public and independent institution in Missouri. A full report on the survey results makes recommendations for action based upon institutional responses. The recommendations include: clarifying ambiguous policy language, ensuring that all dual credit programs meet faculty qualification and support guidelines, and conducting future surveys on all aspects of dual credit, not just faculty credentials. COTA will use these comments and the results of the dual credit survey to strengthen Missouri's dual credit program and to help institutions create a culture of continual improvement around their dual credit programs.

Statewide Transfer Conference –COTA and the CBHE co-sponsored the annual Missouri Transfer Conference. The renewed statewide conference on transfer and articulation was held in January 2008 in Columbia. Approximately 200 policy makers and practitioners attended the conference, representing all of Missouri's postsecondary education sectors. The conference focused on Missouri's Curriculum Alignment Initiative (CAI) and how CAI would affect dual credit, entry into collegiate-level coursework, and higher education policy. Dr. Ken Sauer of the Indiana Commission on Higher Education was the keynote speaker. Planning is underway for the 2009 Transfer Conference which will explore how transfer policy and transfer practice affect each other.

Missouri High School Graduates Report

The Missouri High School Graduates Report, issued annually since 1996, analyzes academic preparation, persistence, and graduation rates of the state's public high school students who enroll in the state's public postsecondary institutions. The 2007 report reflects that overall enrollment and enrollment in remedial/developmental coursework have remained stable in recent years. Overall enrollment of first-time students among this cohort is up 4.2 percent since 2006, yet 36.6 percent of high school graduates who immediately attend college were enrolled in remedial coursework in 2007, compared to 36.4 percent in 2006.

***“KNOWLEDGE
is power. Rather,
knowledge is
happiness. To have
knowledge, deep
broad knowledge, is
to know truth from
false and lofty things
from low.”
— Helen Keller***



Wale Aliyu, a student reporter for KOMU-TV, graduated from the University of Missouri-Columbia in May 2008 and now is a news reporter for KMIZ.

173.030(3) *Recommending to the governing boards of state-supported institutions of higher education, including public junior colleges receiving state support, formulas to be employed in specifying plans for general operations, for development and expansion, and for requests for appropriations from the general assembly. Such recommendations will be submitted to the governing boards by April first of each year preceding a result session of the general assembly in the state of Missouri;*

Higher Education Funding (HEF) Task Force

The CBHE appointed a statewide task force to develop a proposal for new comprehensive funding policies for Missouri higher education.

HEF is composed of institutional leadership from all sectors of Missouri public higher education, MDHE staff, and key staff from the Governor's office and the legislature. This task force met regularly over the past year to consider a wide range of issues surrounding the funding of Missouri public higher education and to construct new funding policies for FY 2010 and the future.

The Higher Education Funding Task Force recommended that Missouri use new policy-driven higher education funding strategies. The policies follow a business model approach designed to meet the needs of students, citizens, communities, and the Missouri economy.

The funding strategies are externally benchmarked, transparent, and focused on results. They are designed to connect with the state's coordinated plan for higher education, focus on institutional mission, provide incentives for high performance, and address issues such as enrollment sensitivity, adequacy of funding, and rising fixed costs.

The Task Force recommended and the CBHE adopted a funding framework consisting of three broad components:

- 1. Maintaining Quality and Opportunity:* Core Mission Funding. This component recognizes that each institution has ongoing costs that must be addressed, including resources to address rising fixed costs, to remain competitive with other states in terms of facilities and personnel, to address enrollment growth, and to support program delivery.

2. *Improving Quality and Opportunity & Expanding Service and Opportunity: Strategic Initiatives.* This component focuses on specific state and community needs and how institutions can respond to these needs consistent with each institution's mission. Strategic investments also include initiatives designed to improve quality of educational, outreach, and research programs and increase educational opportunities for Missourians. Initiatives identified in *Imperatives for Change*, the CBHE's coordinated plan, are included in this category.
3. *Rewarding Quality and Results: Performance Funding.* This component includes investments and incentives that reward improvement or sustained excellence in key educational outcomes.

173.030(4) *Promulgating rules to include selected off-campus instruction in public college and university appropriation recommendations where prior need has been established in areas designated by the coordinating board for higher education. Funding for such off-campus instruction shall be included in the appropriation recommendations, shall be determined by the general assembly and shall continue, within the amounts appropriated therefore, unless the general assembly disapproves the action by concurrent resolution;*

Appropriations for off-campus instruction are no longer listed separately in House Bill 3. However, the underlying funding and rules have not changed.

173.030(5) *Coordinating reciprocal agreements between or among Missouri state institutions of higher education at the request of one or more institutions party to the agreement, and between or among Missouri state institutions of higher education and publicly supported higher education institutions located outside the state of Missouri at the request of any Missouri institution party to the agreement;*

Midwestern Higher Education Compact (MHEC)

With the motto of "Advancing Education through Cooperation," MHEC established the Midwest Student Exchange Program (MSEP) in 1994. This program strives to provide affordable educational opportunities for students to attend out-of-state institutions and to facilitate enrollment efficiency at participating institutions with excess capacity in existing programs. For the 2007-08 academic year, 354 Missouri residents enrolled out-of-state under the MSEP program; 3,047 Missouri residents have participated in the program over the last 14 years.

Missouri-Kansas Reciprocal Agreement

Since 1989, the CBHE, the Curators of the University of Missouri, and the Kansas Board of Regents have agreed to a reciprocal arrangement involving architecture seats for Missouri students and dentistry and optometry seats for Kansas students at in-state tuition rates. The most recent agreement, a five-year compact effective July 1, 2006, provides for 97 out-of-state tuition waivers for Kansas residents (85 dentistry and 12 optometry) in exchange for 491 waivers for Missouri residents in architecture.

173.030(6) *Administering the nurse training incentive fund;*

No funds were requested or disbursed for the nurse training incentive fund in FY 2008.

173.030(7) *Conducting, in consultation with each public four-year institution's governing board and the governing board of technical colleges and community colleges, a review every five years of the mission statements of the institutions comprising Missouri's system of public higher education. This review shall be based upon the needs of the citizens of the state as well as the requirements of business, industry, the professions and government. The purpose of this review shall be to ensure that Missouri's system of higher education is responsive to the state's needs and is focused, balanced, cost effective, and characterized by programs of high quality as demonstrated by student performance and program outcomes. As a component of this review, each institution shall prepare, in a manner prescribed by the coordinating board, a mission implementation plan for the coordinating board's consideration and approval;*

Based on limited FTE and state resources, formal mission reviews were not undertaken. With the addition of MDHE staff in FY 2009, institutions and MDHE are now working on an agreed-upon process for reviving formal mission reviews that will begin during spring 2009. The CBHE coordinated plan, *Imperatives for Change*, and institutional mission implementation plans will serve as a foundation for these reviews.

173.030(8) *Reviewing applications from institutions seeking a statewide mission.*

The CBHE did not receive any institutional applications seeking a statewide mission.

The CBHE and MDHE are committed to working with higher education institutions and other interested stakeholders to strengthen educational attainment across the state and positively impact social, cultural, and economic development to the benefit of all Missouri's citizens.

Development and Coordination in Higher Education

Section 173.040(4), RSMo

Curriculum Alignment Initiative

The higher education omnibus bill (Senate Bill 389) passed by the Missouri legislature in May 2007, established curriculum alignment as a priority for the MDHE to facilitate the transition of students from secondary to postsecondary education as well as the movement of college students from one institution to another.

In 2007-08, a voluntary group of 400 college faculty and administrators, secondary school teachers, and representatives from both the Department of Elementary and Secondary Education and MDHE worked collaboratively in developing a model that defines the competencies (skills and knowledge) that high school graduates should master for success in college-level courses. The model identifies entry-level competencies that should be mastered in key disciplines as well as exit competencies for first-year college courses to ensure student transfers.

The CAI work group has outlined next steps for alignment between K-12 and college curricula and for ensuring the transferability of academic credit. While the CAI framework has emphasized minimum competencies, work is also being done to decide on optimal competencies that student will need for careers in many professions.

The CAI competencies model will require periodic review and revision. It will also require coordinated assessments to be effective. Internal discussions regarding the most collaborative, comprehensive, and efficient way to address statewide assessment have begun. Work will continue in the new fiscal year to develop additional exit-level competencies for compliance with Senate Bill 389 and to determine public policy assessment initiatives to ensure the competency work completed is used to drive evidence of student learning outcomes.

The P-20 Council

Missouri's P-20 Council was created by legislation signed in 2006. It is made up of the commissioners of Education (K-12) and Higher Education, the director of the Department of Economic Development, and the chairs/presidents of the State Board of Education and the Coordinating Board for Higher Education. The P-20 Council is intended to coordinate all levels of education (pre-K through college) to ensure seamless development of a qualified workforce. See www.p-20.mo.gov/

Recent accomplishments include:

- The Workforce 2025 report
- Regional summits for business and education leaders
- Promotion of Missouri Math, Engineering, Technology and Science (METS) initiative
- Secondary and collegiate curriculum alignment work
- Securing federal grants

The P-20 Council also works collaboratively with other stakeholders to strengthen educational opportunity and workforce development in Missouri.

Teacher Quality

The MDHE administers the Improving Teacher Quality Grant (ITQG), which is funded under Title II of the No Child Left Behind Act. Each year, the MDHE disburses approximately \$1.2 million in competitive grant funds to support professional development in high-need school districts, in collaboration with K-12 districts and postsecondary institutions offering teacher education. Missouri currently targets funds toward professional development in mathematics and science; ITQG funds supported six projects in Cycle 5, and are funding eight projects in the current year (Cycle 6). Cycle 7 awards will be made in February 2009.

Under the leadership of the CBHE Committee on Transfer and Articulation, two- and four-year institutions worked together to develop a statewide associate of arts in teaching degree (AAT), which simplifies transfer/articulation for community college students entering teacher education programs at participating four-year institutions. Community college students can now complete lower-division general education and a common core of education coursework, which can be transferred to all public institutions offering undergraduate teacher education programs, as well as many participating independent institutions.

The METS Coalition

The MDHE is an active member of the Mathematics/Engineering/Technology/Science (METS) Coalition, aimed at linking education in math, engineering, technology and science with economic/workforce development in the state. In FY 2008, the METS Coalition hired a part-time executive director to develop the organization's structure and membership.

The following were METS Coalition accomplishments:

- Worked to support the continued expansion of eMINTS in Missouri schools
- Developed and executed a plan in cooperation with DESE to update mathematics GLEs, CLEs, assessments to support focused, inquiry-based instruction modeled on internationally recognized best practices
- Organized and conducted a series of regional summits involving key business, education and government officials in cooperation with the Missouri P-20 Council and other interested stakeholders
- Generated political support for funding and program initiatives included in the 2008 state budget
- METS became a 501(c)3 and has been redesigning its structure for the future to increase public support for math, science, engineering and technology throughout Missouri.

***“ALL WHO HAVE
meditated on the
art of governing
mankind have
been convinced
that the fate of
empires depends
on the education of
youth.”
— Aristotle***

Missouri Department of Higher Education Student Aid Programs

The MDHE strives to provide quality, affordable postsecondary education for Missourians by overseeing a variety of state and federal financial aid programs and higher education initiatives.

The six state grant and scholarship programs administered by the MDHE in fiscal year 2008 disbursed a total of \$90,179,253 to 47,770 students. Appendix F contains a breakdown of the total students served and funds disbursed for each of the six programs.

The grants and scholarships administered by the MDHE are available to undergraduate students who are maintaining satisfactory academic progress and attend eligible Missouri schools. For the majority of the programs, students are also required to be enrolled full time, although the Marguerite Ross Barnett Memorial Scholarship is solely for students who are enrolled part time. To be eligible for assistance, students cannot be pursuing a degree in theology or divinity, as described in state statutes.

Programs include:

Access Missouri Financial Assistance Program (Section 173.1101-1107, RSMo) - This program provides need-based grants to students with an Expected Family Contribution (EFC) of \$12,000 or less, based on the Free Application for Federal Student Aid (FAFSA). Award amounts vary depending on a student's EFC, as well as the type of school attended. Access Missouri's statutory minimum and maximum award amounts are \$300 to \$1,000 for attendance at a public two-year institution; \$1,000 to \$2,150 for attendance at a public four-year institution or Linn State Technical College; and \$2,000 to \$4,600 for attendance at an independent postsecondary institution. This program became effective August 28, 2007.

Higher Education Academic Scholarship, or "Bright Flight" (Section 173.250, RSMo) – This is a merit-based scholarship for students who achieve a qualifying ACT or SAT score on or before the June test date of their senior year in high school. The qualifying score is determined at the beginning of the student's senior year in high school and is based on the top three percent of scores achieved by the Missouri seniors in the preceding graduating class. To be eligible in FY 2008, high school seniors had to achieve:

- An ACT score of 30 or better or
- An SAT score of 780 in critical reading AND 780 in math or better.

Missouri Department of Higher Education Student Aid Programs

For FY 2009, the minimum qualifying ACT score increased to a 31 for the first time. The SAT math score also increased to 790, while the critical reading score remained 780. The maximum award is \$2,000 each year, or \$1,000 each semester. Students may receive the scholarship for 10 semesters or until a baccalaureate degree is obtained, whichever occurs first. Senate Bill 389, which was passed during the 2007 legislative session, provided for an expansion of the Bright Flight Program in FY 2011. The expansion includes an increase in the annual award amount from \$2,000 to \$3,000 for students with ACT or SAT scores in the top three percent of scores achieved by the Missouri seniors in the previous graduating class. It also adds students with scores in the top four percent and five percent range to the program with an annual award amount of \$1,000.

Marguerite Ross Barnett Program (Section 173.262, RSMo) – This scholarship, originally referred to as the Competitiveness Scholarship Program, is for students who are enrolled part time in six to 11 credit hours and who are working at least 20 hours per week. Students must demonstrate financial need to qualify. The scholarship may be renewed annually for 150 semester credit hours or until students earn a baccalaureate degree, whichever occurs first. The maximum award is the least of the actual tuition charged at the school in which the student is enrolled, the amount of tuition charged an undergraduate Missouri resident enrolled part time in the same class level at the University of Missouri's Columbia campus, or the student's demonstrated financial need. Beginning in FY 2008, the actual tuition charged is based on six credit hours for students enrolled in six, seven or eight credit hours and nine credit hours for students enrolled in nine, ten or eleven credit hours. Beginning in FY 2009, the demonstrated financial need element was removed from the award calculation in accordance with 173.262, RSMo, although students must continue to demonstrate financial need to meet the program's eligibility requirements.

Public Service Officer or Employee's Child Survivor Grant Program (Section 173.260, RSMo) – This is a grant program for public safety officers who were permanently and totally disabled in the line of duty. Children under 24 years of age who are dependents of officers or dependents of Missouri Department of Transportation employees engaged in the construction or maintenance of the state's highways, roads, and bridges killed or totally and permanently disabled in the line of duty, as well as the spouses of officers killed or totally and permanently disabled in the line of duty, are eligible. The maximum grant amount is the lesser of the actual tuition charged at the school in which the student is enrolled, or the amount of tuition charged an undergraduate Missouri resident enrolled full time in the same class level and academic major at the University of Missouri's Columbia campus. The grant may be renewed annually until the student obtains a baccalaureate degree.

Vietnam Veterans Survivor Grant Program (Section 173.236, RSMo) – This is a grant program for children and spouses of Vietnam veterans whose death was attributed to, or caused by, exposure to toxic chemicals during the Vietnam conflict. The maximum grant amount is the lesser of the actual tuition charged by the school in which the student is enrolled full time or the average amount of tuition charged an undergraduate Missouri resident enrolled full time in the same class level and academic major at the regional public four-year Missouri institutions. The grant may be renewed annually until the student obtains a baccalaureate degree.

GEAR UP Scholarships (Statutory reference not applicable) – This scholarship is a component of the state GEAR UP grant. Although the early awareness and outreach component supported by the federal grant ended in September of 2007, scholarship funds for students who participated in GEAR UP activities will continue to be administered by MDHE through 2016.

The passage of House Bill 1678 during the 2008 legislative session created a new state student financial assistance program.

War Veteran's Survivors Grant Program (Section 173.234, RSMo) – This program will provide up to 25 grants for tuition assistance, room and board, and books for students who are survivors of war veterans whose deaths were a result of combat action or were attributable to an illness contracted while serving in combat, or who became at least 80 percent disabled as a result of injuries sustained in combat action. Award amounts will vary and are based on the tuition charged for the number of hours in which the recipient is enrolled, an allowance of up to \$2,000 per semester for room and board, and up to \$500 of the recipient's actual book costs. The War Veteran's Survivors Grant program became effective August 28, 2008, and will be implemented beginning with the fall 2009 semester.

Missouri Department of Higher Education Student Aid Programs

The passage of House Bill 2191 during the 2008 legislative session extended the final payment for the Kids' Chance Scholarship Program.

Kids' Chance Scholarship Program (Sections 173.254-173.258, RSMo) – This program, created in 1998, will provide scholarships for the children of workers who were seriously injured or died in a work-related accident or occupational disease covered by workers' compensation and compensable under chapter 287, RSMo. The scholarships are to be funded with the interest generated from the Kids' Chance Scholarship Fund. The original legislation required the Division of Worker's Compensation to deposit \$50,000 per year for ten years into the fund, with the last payment scheduled for October 2008. House Bill 2191 extended the \$50,000 deposits for an additional ten years, with the last deposit scheduled for October 2018 for a total of \$1 million principal. The first awards will be made in the fall 2009 semester.

The passage of Senate Bill 389 during the 2007 legislative session created the Missouri Teaching Fellows Program.

Missouri Teaching Fellows Program (Section 168.700, RSMo) – This program will provide loan repayment or a stipend to students who demonstrate qualifying high school academic performance and sign an agreement to teach for five years in an unaccredited school district after graduation from a higher education institution. For the first four years of a student's employment in an unaccredited school district, the department will enter into one-year contracts with the student, agreeing to pay up to \$5,000 of the student's educational loans or, for students who do not have any educational loans, a \$5,000 stipend per year. For the fifth year of a student's qualifying employment, the contract for all students specifies a \$1,000 stipend and excludes loan forgiveness. The first cohort of students eligible to enter this new program is 2008 high school graduates. It is anticipated the first payments will be made no earlier than FY 2013, allowing for the students to complete their teaching degrees and obtain employment in an unaccredited school district. The MDHE has begun to identify and communicate with students who may be eligible for this program.

***“WE HAVE
a hunger of the
mind which asks
for knowledge of all
around us, and the
more we gain, the
more is our desire;
the more we see,
the more we are
capable of seeing.”
— Maria Mitchell***



**Katie Brinkley of
Fulton is studying
graphic design at
William Woods
University.
A scholarship and
student loans help
her pay for college.**

State Student Financial Aid Committee (SSFAC)

The State Student Financial Aid Committee (SSFAC) was established as an official standing committee to the CBHE in June of 2006 and serves to advise the CBHE and MDHE about administrative issues of the Missouri student financial aid programs. The following constituencies are represented on the committee:

- Council on Public Higher Education (COPHE)
- Missouri Community College Association (MCCA)
- Independent Colleges and Universities of Missouri (ICUM) sector (both ICUM and non-ICUM members)
- Linn State Technical College
- Missouri Association of Private Career Colleges and Schools (MAPCCS)
- Governor's office staff
- Senate staff
- House of Representatives staff
- Missouri Higher Education Loan Authority (MOHELA)
- MDHE staff

During FY 2008, the SSFAC focused on following through with the implementation of the Access Missouri program, which was a part of the comprehensive 2007 education package known as SB 389 and was based on the proposal adopted by this committee and reported to the Coordinating Board in October of 2006. The committee also began work developing success measures for the Access Missouri program and continued work on streamlining the operation and administration of the existing state financial assistance programs administered by the MDHE.

GEAR UP Missouri

The Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) funding from the U.S. Department of Education (USDE) ended in FY 2007. Through the course of administering the GEAR UP program, the MDHE has shown the value of a higher education to students who did not believe they would have that opportunity, as well as those who had already planned to go to college. The MDHE administered the GEAR UP Missouri program beginning in 2000, which involved a student cohort model for Kansas City, St. Louis, Malden, Caruthersville, and Hayti school districts. GEAR UP Missouri's cohort included approximately 3,200 students from underserved populations who graduated from high school in the spring of 2007. Students attending these high schools and participating in GEAR UP activities were encouraged to submit applications for a related scholarship program, which is currently administered by the MDHE.

College Access Challenge Grant

The College Access Challenge Grant (Challenge Grant) is a formula grant offered by the U.S. Department of Education for states to increase early awareness, outreach, and financial literacy activities. The MDHE applied for a Challenge Grant in FY 2008, and it was awarded in FY 2009. With the funding, the MDHE plans to develop financial literacy materials that high schools can use to meet graduation and curriculum requirements; enhance the MDHE Web site and its tools, including the addition of a college cost calculator; and administer a competitive subgrant program that would allow colleges and universities and other non-profit organizations to increase their early awareness, outreach and financial literacy activities. The Challenge Grant provides funding for two years and has the option of an additional one-year, no-cost extension.

Student Loan Program Overview

The MDHE is Missouri's state-designated guarantor (Section 173.186, RSMo) and operates on behalf of the U.S. Department of Education. The MDHE has been in operation as a federal student loan guarantor since 1979 and is the primary guarantor for Federal Family Education Loan Program (FFELP) loans in Missouri. Loan programs available include the Federal Stafford Loan, which has subsidized and unsubsidized options, Federal PLUS loan for parents, Federal PLUS loan for graduate students, and Federal Consolidation Loans. Private lending institutions provide the funding for these loans, and the MDHE acts as the insuring body. The loan programs represent the largest student financial aid program administered by the MDHE. No general revenue funds are appropriated or used to administer this program.

During academic year 2007-08, the MDHE guaranteed approximately \$693.4 million in net Stafford and PLUS loans to help Missouri students achieve their educational goals. As a guarantor, the MDHE assures the lender repayment of the loan if the borrower fails to repay the debt. If the lender is unable to collect the debt, the MDHE becomes the holder of the loan and uses various collection techniques, including contracting with collection agencies, garnishing wages, and intercepting federal and/or state tax refunds.

To serve the state of Missouri, including its students, parents, and taxpayers, the MDHE reinvests into the state its revenues earned from administering the FFELP, including offering several important services:

- **Free publications, online tools, and other resources.** The MDHE prints and distributes 200,000-300,000 printed pieces each year to students, parents, and interested Missouri citizens. During academic year 2007-08, the MDHE saw a 70 percent increase in the number of publications distributed over the prior year.
- **Outreach and training services.** The MDHE offers free speaking services to community groups, high schools and their student bodies on planning and preparing for college. The MDHE also offers free training workshops for financial aid officers, high school counselors, and other business-to-business (B2B) audiences. These workshops provide insight and guidance into federal and state regulations, policies, and rules governing financial aid administration. During academic year 2007-08 the MDHE conducted 35 customized presentations on the topics of planning and paying for college, financial literacy and debt management, recent legislation and regulatory changes, and other important topics. The cumulative audience size for these presentations exceeded 1,700 people.

Missouri Department of Higher Education Student Aid Programs

- **Default prevention grant program.** As of October 2008, 26 Missouri schools participate in this program. The basic award amount is \$25,000 per year, and the funds are used to hire default prevention, debt management, and/or financial literacy staff or to implement, continue, or expand workshops and activities for student loan borrowers. Over the last decade, the MDHE has awarded approximately \$4.2 million cumulatively to Missouri institutions participating in this program.
- **Free disbursing service, Automated Transfer of Money (ATOM).** ATOM allows participating schools and lenders the ability to streamline the disbursement and delivery of FFELP funds to student and parent borrowers. The MDHE has never charged a fee for these services.
- **College Goal Sunday (CGS) sponsorship.** CGS is a volunteer-based event, held one day each year in February to assist college-bound students in the completion of the Free Application for Federal Student Aid (FAFSA). The FAFSA is the primary document used by the federal and state government and by individual colleges and universities to determine student eligibility for student financial aid, including grants, loans, and scholarships. Missouri saw a 44 percent increase in the number of families that were able to complete the FAFSA in 2008. CGS is offered free of charge to all college-bound students and their parents in designated locations. In 2008, the state of Missouri offered 30 CGS sites that were staffed by 233 volunteering financial aid officers. Also in 2008, the MDHE hosted a CGS site which served more than 20 families, and 11 MDHE staff volunteered for the event.

Despite significant competition from other FFELP guarantors such as Texas (TG), USA Funds (Indiana), and Nebraska (NSLP), and also from the William D. Ford Federal Direct Loan Program, the MDHE remains one of the financially strongest guarantors in the nation and continues to fulfill its mission to serve Missouri students, families, and postsecondary institutions. Furthermore, as a state-created program and governmental agency, the MDHE student loan program is accountable to the Governor, the General Assembly, and the public in the performance of its guaranty agency functions. Any revenues earned from the administration of the student loan program are reinvested into the state of Missouri and its educational system.

***“A COLLEGE
degree is not a sign
that one is a finished
product, but an
indication a person
is prepared for life.”
— Reverend
Edward A. Malloy***

Budget Recommendations

Section 173.040(5), RSMo

The appropriated amounts for the institutions in fiscal year 2009 reflect an increase of approximately 4.4 percent in funding from fiscal year 2008. This appropriation reflects the second year of the Governor's three-year commitment to increase institutions' core budgets.

The Coordinating Board's core funding request for FY 2010 represents the final year of this commitment and also includes an additional three percent increase to address key cost drivers and the significant funding gap that exists between Missouri's public support for institutional operating budgets with national and regional benchmarks.

All Institutions FY 2010

Institution Type Institution Name	2009 Core Budget	2010 CBHE Core Budget Recommendation
Community Colleges		
Crowder College	4,933,729	5,360,646
East Central College	5,726,726	6,119,751
Jefferson College	8,402,646	9,017,425
Metropolitan Community Colleges	34,908,693	37,304,477
Mineral Area College	5,505,253	5,919,893
Moberly Area Community College	5,521,617	6,008,492
North Central Missouri College	2,717,665	2,963,337
Ozarks Technical Community College	11,259,691	12,263,380
St. Charles Community College	8,529,388	9,203,060
St. Louis Community College	50,195,627	53,640,552
State Fair Community College	5,837,071	6,310,996
Three Rivers Community College	4,839,311	5,245,337
Sub total	\$148,377,417	159,357,346
Tax Refund Offset	\$250,000	\$250,000
TOTAL	\$148,627,417	\$159,607,346
State Technical College		
Linn State Technical College	\$5,236,620	\$5,723,626
Tax Refund Offset	\$30,000	\$30,000
TOTAL	\$5,266,620	\$5,753,626

Budget Recommendations

Four-Year Institutions		
University of Central Missouri	59,677,078	63,973,827
Southeast Missouri State University	48,646,011	52,197,169
Missouri State University	89,999,222	96,479,166
Lincoln University	19,780,813	21,343,497
Truman State University	45,161,510	48,413,138
Northwest Missouri State University	33,098,924	35,482,047
Missouri Southern State University	25,597,158	28,233,666
Missouri Western State University	23,588,351	25,593,361
Harris-Stowe State University	10,876,534	11,659,644
University of Missouri	451,476,165	483,982,449
Sub total	807,901,766	867,357,964
Tax Refund Offset	\$875,000	\$875,000
TOTAL	\$808,776,766	\$868,232,964

Caring for Missourians

The Coordinating Board also recommended an additional \$39.8 million for “Caring for Missourians,” a strategic initiative to increase institutional capacity and the production of graduates in health care fields. Missouri faces many current and future shortages of critical health professionals, and public higher education institutions have cooperated in crafting a funding initiative that commits to increase higher education’s production of new health care practitioners across key professions by over 900 future employees.

Capital Funding

The Coordinating Board recognizes that the state currently has a limited capacity to address the significant capital improvement needs on public higher education campuses. Nevertheless, these needs are very real and their importance and magnitude need to be communicated to policymakers. As such, the Board recommended \$86.7 million to address acute deferred maintenance at all institutions. In addition, the Board submitted to the Governor and General Assembly the list of the top priority for each campus. The costs of the projects on this list total approximately \$560 million.

The CBHE and MDHE staff are working with institutional leaders to identify dedicated sources of funding for future capital needs, and to establish an agreed-upon process with explicit criteria for generating a ranked priority list of future capital projects.

Appendix A

Imperatives for Change: Building a Higher Education System for the 21st Century

A Coordinated Plan for the Missouri Higher Education System

*Adopted by the Coordinating Board for Higher Education
July 30, 2008*

The following motion was approved unanimously by the CBHE:

It is recommended that the Coordinating Board adopt the revisions to the Coordinated Plan as documented in Attachment C, including two additional editorial changes - [community colleges] and [contiguous states] to [two-year colleges] and [surrounding states] - and to remove the provisional status of the Coordinated Plan. It is further recommended that institutional representatives continue to work with MDHE staff on the development of clear operational measures, baselines, benchmarks, and targets.

Finally, it is recommended that the Coordinating Board direct the Commissioner of Higher Education and MDHE staff to continue the important work of collecting contextual information, establishing baseline data, clarifying data definitions, and setting target goals for the Coordinated Plan and that this phase of the Plan will be presented to the CBHE for review and action at its September 2008 meeting.

- 2 -

***Imperatives for Change:
Building a Higher Education System for the 21st Century***

Introduction

The rapidly changing social and economic environment presents profound challenges to all states and nations. More than ever, in the knowledge-based economy of the 21st century, higher education is the gateway to an improved standard of living for Missouri's residents. The imperative for change is clear: those educational systems that adapt to the new environment will be positioned to lead their states to succeed in a globally competitive world.

The collective challenge to the higher education system is to understand the key components of the environment and to devise effective strategies that will capitalize on strengths while addressing weaknesses in challenging financial times. Providing the vision, the stable and sufficient resources, and the collective action to support a higher education system that ensures the future prosperity of Missouri residents, the state of Missouri, and the nation is necessary to address the most important challenges of the day.

Imperatives for Change provides a vision that has been developed collaboratively by Missouri's higher education institutions and the Coordinating Board for Higher Education. This plan will serve for the next three to five years as a foundation for prioritizing goals, justifying an increased resource base, allocating resources, and implementing dynamic strategies to provide Missouri residents with the educational opportunities they need to be competitive on a global scale.

Mission Statement

The Coordinating Board for Higher Education, the Missouri Department of Higher Education, and the state's institutions of higher education will work collaboratively to support a diverse system of affordable, accessible, high-quality educational institutions that demonstrate student learning and development, encourage and support innovation, foster civic engagement, enhance the cultural life of Missourians, and contribute to economic growth.

Vision Statement

Missouri's higher education will be an innovative and coordinated system of diverse postsecondary institutions that benefits Missouri and the nation by equipping all Missouri residents for personal and professional success in the 21st century and that is moving towards becoming one of the best in the nation.

Basic Values

Missouri's higher education community is united in its commitment to the following core values.

Appendix A: Imperatives for Change

- 3 -

- ❖ Higher education in Missouri serves many purposes and constituencies, but first and foremost the system is focused on students, learning, and each individual's realization of his or her full educational potential.
- ❖ Qualified students should be able to attend the higher education institution that best fits their educational goals and needs regardless of cost.
- ❖ Access without success is an empty promise. Missouri's higher education institutions are dedicated to providing nationally and internationally competitive educational programs, research, and extension services to ensure their students have the knowledge and skills necessary for success in the 21st century, including the ability to think critically, to communicate effectively, and to be life-long learners.
- ❖ Diversity of institutional missions is a strength of the system that must be preserved.
- ❖ Higher education is a public good as well as a private benefit, contributing both to economic development and civic engagement.
- ❖ Basic and applied research, the creation of knowledge, and the application of information to solve problems are basic functions of the higher education system that must be recognized and supported.
- ❖ The higher education community is dedicated to making decisions based on reliable and transparent data.
- ❖ The higher education community values the appropriate use of technology to enhance programs, services, research, and administration.
- ❖ Public accountability for learning outcomes and stewardship of public funds are priorities for Missouri's higher education institutions.
- ❖ Ensuring the continued affordability and effectiveness of Missouri's higher education system requires a partnership among the institutions, the state, and other stakeholders.

- 4 -

Strategic Issues, Goals, and Action Steps

Strategic Issue: *Increase Educational Attainment*

GOAL 1: Missouri's higher education system will improve educational attainment, including certificate and degree production at all levels, to enhance the quality of Missouri's workforce and the quality of life of its residents.

Objective 1A: *Increase the percent of Missouri residents who possesses a postsecondary credential.*

Indicators

- 1) Percentage of the population aged 25 to 64 who hold a degree or certificate, for the state as a whole and disaggregated by demographic groups and regions
- 2) Number of transfer students who graduate from any institution with a baccalaureate degree
- 3) Increases in personal income from degree attainment

Contributing Factors

- a) Number of postsecondary credit hours delivered
- b) Number of degrees and certificates awarded, disaggregated by demographic groups
- c) Cohort analysis of persistence from fall semester to fall semester

These action steps may be taken as appropriate:

- ✓ Raise the aspirations of those who do not see postsecondary education within their reach;
 - ✓ Increase postsecondary access for, and success of, historically under-represented groups;
 - ✓ Develop incentives that reward institutions that increase degree production and retention rates while demonstrably sustaining quality within programs;
 - ✓ Expand opportunities for non-traditional learners through course redesign, alternative methods of program delivery, and better coordination of distance education; and
 - ✓ Create incentives and standards for seamless student transitions between educational institutions.
-

Appendix A: Imperatives for Change

- 5 -

Objective 1B: *Missouri's system of higher education will become more affordable to more Missourians.*

Indicators

- 1) Percentage of family income required to pay for college after grant and scholarship aid by income quintiles
- 2) Total student financial aid awarded to Missouri students from all sources including both restricted and unrestricted institutional funds

Contributing Factors

- a) Missouri resident on-time FAFSAs files by income and EFC level
- b) Percent change in state appropriations for higher education

These action steps may be taken as appropriate:

- ✓ Implement the Higher Education Student Funding Act;
- ✓ Support the growth of the Access Missouri Student Financial Assistance Program;
- ✓ Carry out a sustained statewide public information campaign on the value of higher education and the steps prospective students must take to prepare academically and financially; and
- ✓ Increase state funding and external funding sufficient to enable institutions to minimize tuition increases and maintain quality undergraduate and graduate programs and services.

Objective 1C: *Missouri's higher education system will demonstrate continual improvement or sustained excellence in student learning outcomes.*

Indicators

- 1) Results of assessments of student learning in general education (Institutions will be provided the option of using national normed tests and/or participation in an MDHE administered project involving samples of student work evaluated by a statewide committee of faculty). Data generated should serve dual purposes of accountability, i.e., demonstration of learning gains, and improvement, i.e., use by faculty to make changes in curriculum content and delivery.
- 2) Results of assessments of student learning of major fields
- 3) Pass rates on licensure and certification examinations
- 4) Developmental student success rate in collegiate-level courses

- 6 -

Contributing Factor

- a) Results of student engagement and/or satisfaction surveys

These action steps may be taken as appropriate:

- ✓ Continue to experiment with VSA and/or similar template for reporting of assessment of student learning gains;
- ✓ Evaluate need for and potential structure of policy in student assessment and placement, especially as a natural outgrowth of Curriculum Alignment Initiative
- ✓ Evaluate potential revisions to statewide data collection to better illustrate the scope and magnitude of postsecondary assessment
- ✓ Inventory instruments currently used to assess general education, major field, and professional certification / licensure

NOTE: Prior to implementation of this section, there should be exploration with DESE, the State Board of Education, and P-12 organizations to obtain joint agreement.

Objective 1D: *Increase college attendance rate of high school students.*

Indicators

- 1) Same year fall college attendance rates of spring Missouri high school graduates
- 2) Percentage of the population and number of students aged 18 to 24 enrolled in postsecondary education, disaggregated by demographic group

Contributing Factors

- a) Percent of Missouri 9th graders who take the ACT within four years
- b) Percent of Missouri high school graduates enrolled in postsecondary education that were placed in remedial coursework
- c) College attendance rates of the 9th grade cohort of Missouri students, disaggregated by demographic group

Objective 1E: *Increase college attendance rate of non-traditional students.*

Indicator

- 1) Percentage of the population, and number of students over the age of 24 enrolled in postsecondary education, disaggregated by demographic group

Contributing Factor

Appendix A: Imperatives for Change

- 7 -

- a) Enrollment in New Jobs Training, Customized Training, and related training programs

These action steps may be taken as appropriate:

- ✓ Implement appropriate early intervention strategies at the school district level;
 - ✓ Implement the Curriculum Alignment Project;
 - ✓ Support the activities of the P-20 Coalition;
 - ✓ Provide incentives for attracting adult students, particularly in underserved regions;
 - ✓ Provide incentives for the delivery of degrees (especially graduate degrees) in underserved geographic areas
 - ✓ Provide institutional support for the additional costs associated with non-traditional course delivery methods;
 - ✓ Review and, if necessary, strengthen CBHE oversight to assure the effectiveness of non-traditional programming and;
 - ✓ Work with DESE to explore requiring collegiate level placement testing such as the ACT, Work Keys, Accuplacer, Compass, etc. in the 11th grade.
-

- 8 -

Strategic Issues, Goals, and Action Steps

Strategic Issue: *Develop a 21st Century Society and Global Economy*

GOAL 2: Missouri's higher education system will contribute to a dynamic, information-based, globally competitive society and economy by collaborating with government and business.

Objective 2A: *Missouri's higher education system will demonstrate improvement in meeting the workforce needs of Missouri.*

Indicators

- 1) Number of direct educational partnerships with Missouri employers, including MBEs
- 2) Number of degrees and certificates awarded in key non-METS fields (fields to be determined)
- 3) Number of students passing certification and licensure examinations in high demand fields (fields to be determined)

Contributing Factor

- a) Employer follow-up surveys of appropriate categories of degree and/or certificate completers

These action steps may be taken as appropriate:

- ✓ Develop corporate links to access training and learning opportunities;
- ✓ Expand customized education and training opportunities where the business community and higher education institutions work together;
- ✓ Offer more access for place-bound or time-bound learners;
- ✓ Establish employer-based feedback mechanisms to evaluate the quality and preparedness of the graduates of postsecondary programs; and
- ✓ Support programs to recruit well-prepared, new and experienced teachers in high need areas.

Objective 2B: *Missouri's higher education system will increase the number of degrees and certificates awarded in METS-related and health practitioner fields. (Specific fields to be determined)*

Appendix A: Imperatives for Change

- 9 -

Indicators

- 1) a. Number of degrees and certificates awarded in METS-related fields, including METS-related teacher education
b. Number of METS-related degree and certificate recipients who transferred from a two-year college
- 2) a. Number of degrees and certificates awarded in health practitioner fields
b. Number of health practitioner degree and certificate recipients who transferred from a two-year college

Contributing Factor

- a) Number of credit hours delivered in METS-related fields

These action steps may be taken as appropriate:

- ✓ Work with elementary and secondary schools to increase student interest in mathematics and science while improving overall educational preparation in mathematics and science;
- ✓ Invest in increased institutional capacity in health practitioner programs;
- ✓ Increase the number of postsecondary students completing courses in METS-related fields; and
- ✓ Offer funding incentives to institutions for increasing graduates in METS and health practitioner fields while demonstrating sustained quality programs.

Objective 2C: *Missouri's higher education system will increase the number of graduate degrees awarded in critical fields. (Specific fields to be determined.)*

Indicator

- 1) Number of graduate and professional degrees awarded in critical fields, disaggregated by demographic group and geographic location

These action steps may be taken as appropriate:

- ✓ Foster increased access to graduate and professional programs for historically underserved populations;
- ✓ Increase the number of graduate and professional programs newly offered in underserved locations
- ✓ Provide incentives to expand access to graduate and professional programs in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible; and

- 10 -

- ✓ Expand access to high-quality continuing professional development opportunities in underserved areas using cooperative arrangements, resource sharing, and technology whenever possible.

Objective 2D: *Missouri's higher education system will increase the amount and scope of basic and applied research and development activity to the extent consistent with institutional missions.*

Indicators

- 1) Total expenditures on research and development at Missouri higher education institutions as a percentage of gross state product
- 2) Total number and value of external grants awarded to researchers connected to Missouri higher education
- 3) Number of invention disclosures and patents awarded in connection with a Missouri higher education institution
- 4) Number of new business start-ups linked to research or development incubators associated with Missouri higher education institutions

Contributing Factor

- a) Missouri's New Economy Index

These action steps may be taken as appropriate:

- ✓ Develop public relations efforts to inform the public about the benefits of research activities;
- ✓ Establish competitive grant programs to expand research capacity in higher education institutions;
- ✓ Establish competitive grant programs for collaborative research projects;
- ✓ Improve cooperation between the Department of Economic Development and higher education institutions;
- ✓ Establish and utilize a state-supported data inventory for identifying expertise and opportunities that result from research and development activities on campuses;
- ✓ Provide extension programs and innovation centers with technical guidance to encourage the development of new companies, economy clusters, and partnerships;
- ✓ Provide incentives to institutions that transfer new technologies to the marketplace.

Objective 2E: *Missouri institutions will increase learning experiences beyond the classroom and service activities beyond the campus in support of*

- 11 -

promoting civic engagement, understanding international and cultural issues, and improving critical thinking.

Indicator

- 1) Percentage of students participating in “high-impact” learning activities such as internships, study abroad, student-faculty research, and service learning
- 2) Number of direct education outreach programs and program participants (e.g., ESL, TRIO, ABE)

These action steps may be taken as appropriate:

- ✓ Encourage and reward institutions to emphasize and assess student gains in critical thinking, creative problem solving, and effective communication in all academic programs;
- ✓ Provide incentives to institutions to provide their students increased access to “high-impact” learning opportunities;
- ✓ Use technology and alternative delivery mechanisms to increase opportunities for lifelong learning by all Missouri citizens;
- ✓ Foster increased cultural literacy, international understanding, and appreciation for diversity in all students through appropriate learning opportunities; and
- ✓ Establish learning communities within institutions that encourage the development of engaged citizens among students, faculty, staff, and the surrounding community.

Strategic Issues, Goals, and Action Steps

Strategic Issue: *Enhance Resources through Increased Investment, Stewardship, and Shared Responsibility*

GOAL 3: Missouri's higher education system will increase external financial support for higher education by demonstrating its value to key stakeholders and public policy-makers while understanding that shared responsibility is necessary for providing a globally competitive workforce, creating valuable new knowledge and products, and enriching the quality of life of all Missourians.

Objective 3A: *Missouri's higher education system will increase the efficiency with which students move to graduation.*

Indicator

- 1) Three-year and six-year graduation rates of college-ready students

These action steps may be taken as appropriate:

- ✓ Use appropriate technology to improve the delivery of instruction, the sharing of knowledge, and the accomplishment of managerial tasks;
 - ✓ Incorporate considerations of institutional efficiency in the implementation of the Higher Education Student Funding Act;
 - ✓ Establish current agreed-upon missions (between each institution and the CBHE) and reinstitute five-year mission reviews;
 - ✓ Provide incentives to and recognize institutions for maintaining distinctive missions;
 - ✓ Provide consistent, comparable, and transparent information on the student experience to key higher education stakeholders, including prospective students and their families, public policy makers, and campus faculty and staff;
 - ✓ Provide consistent, illustrative, and transparent information on research activities and accomplishments to key higher education stakeholders, public policy makers, and the general public;
 - ✓ Pursue continuous improvement and demonstrate accountability for student learning and development; and
 - ✓ Facilitate inter-institutional partnerships that increase revenues and decrease expenses.
-

Appendix A: Imperatives for Change

- 13 -

Objective 3B: *Missouri's higher education system will annually attract additional resources.*

Indicators

- 1) Total state appropriations received for higher education operations
 - i. State appropriations for strategic investments in higher education
 - ii. State appropriations for performance funding in higher education
 - iii. State higher education operating appropriations received per FTE compared to surrounding states and the national average
- 2) Total state appropriations received for capital improvements
 - i. State higher education capital appropriations received per FTE compared to surrounding states and the national average
- 3) Total federal non-student aid dollars received by Missouri higher education institutions
- 4) Total state appropriations received for higher education as a percentage of total state general revenue appropriations
- 5) State public higher education appropriations per \$1,000 of personal income compared to surrounding states and the national average
- 6) Per capita state appropriations for public higher education compared to surrounding states and the national average

These action steps may be taken as appropriate:

- ✓ Develop new coherent, complementary and coordinated policy-driven funding strategies for increased public support that will help ensure national competitiveness;
- ✓ Measure progress in achieving strategic initiatives;
- ✓ Maximize non-state resource development through increased external grants, additional contracts for services, expanded development activities, and additional entrepreneurial activities; and
- ✓ Reward institutions for innovations in efficiency and demonstrated improvement in delivering quality educational programs and services.

Appendix B

Appendix B: Participation Rates, Public Institutions

Participation Rates: Total Headcount Enrollment at Public Institutions Fall 1981 and Fall 2003 to Fall 2007

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS</u>						
HARRIS-STOWE	1,242	1,911	1,605	1,662	1,868	1,882
LINCOLN	2,689	3,128	3,275	3,179	3,224	3,156
MISSOURI SOUTHERN	4,330	5,410	5,256	5,473	5,675	5,596
MISSOURI STATE	14,833	18,946	19,146	18,928	19,218	19,348
MISSOURI UNIV. OF SCI. & TECH.	7,555	5,459	5,404	5,600	5,856	6,163
MISSOURI WESTERN	4,259	4,928	5,065	5,248	5,276	5,342
NORTHWEST	5,000	6,622	6,280	6,355	6,248	6,628
SOUTHEAST	9,122	9,568	9,545	10,277	10,438	10,628
TRUMAN	6,978	5,833	5,948	5,881	5,790	5,877
UCM	9,887	10,351	10,051	10,586	10,727	10,919
UMC	24,774	26,805	27,003	27,930	28,184	28,405
UMKC	11,752	14,221	14,256	14,306	14,204	14,442
UMSL	12,390	15,599	15,498	15,548	15,496	15,503
Public Four-Year Institution Total	114,811	128,781	128,332	130,973	132,204	133,889
<u>PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS</u>						
CROWDER	1,155	2,604	2,595	2,609	2,917	3,431
EAST CENTRAL	2,040	3,269	3,337	3,486	3,474	3,603
JEFFERSON	2,538	4,065	4,136	4,355	4,490	4,865
MCC - BLUE RIVER	--	2,323	2,291	2,652	2,646	2,885
MCC - BUSINESS AND TECHNOLOGY	--	401	357	599	609	641
MCC - LONGVIEW	4,749	5,712	5,603	5,538	5,170	5,407
MCC - MAPLE WOODS	2,596	4,745	4,462	4,438	4,289	4,458
MCC - PENN VALLEY	5,354	4,479	4,825	4,808	4,696	4,513
MCC - PIONEER	383	--	--	--	--	--
MINERAL AREA	1,469	2,946	2,820	2,930	2,926	3,061
MOBERLY	983	3,588	3,695	3,916	3,709	4,007
MSU- WEST PLAINS	528	1,699	1,646	1,675	1,590	1,738
NORTH CENTRAL	536	1,496	1,406	1,342	1,458	1,505
OZARKS TECH.	--	8,485	8,956	9,377	9,664	10,243
ST. CHARLES	--	6,696	6,772	6,870	6,844	6,933
ST. LOUIS CC - FLO. VALLEY	11,740	7,141	6,793	6,441	6,232	6,254
ST. LOUIS CC - FOREST PARK	7,650	7,581	7,206	7,276	7,440	7,231
ST. LOUIS CC - MERAMEC	11,572	12,733	12,139	11,611	10,893	10,170
ST. LOUIS CC -WILDWOOD	--	--	--	--	--	910
STATE FAIR	1,588	3,391	3,062	2,916	3,143	3,294
THREE RIVERS	1,524	3,213	3,273	2,935	2,996	3,185
Public Two-Year Institution Total	56,405	86,567	85,374	85,774	85,186	88,334
<u>STATE TECHNICAL COLLEGE</u>						
LINN STATE	--	872	868	878	877	873
Public Institution Total	171,216	216,220	214,574	217,625	218,267	223,096

Historical Trend in First-Time, Full-Time Freshmen at Public Institutions Fall 1981 and Fall 2003 to Fall 2007

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS</u>						
HARRIS-STOWE	142	53	181	225	346	376
LINCOLN	411	481	597	601	554	578
MISSOURI SOUTHERN	975	568	695	786	799	766
MISSOURI STATE	2,527	2,675	2,697	2,630	2,734	2,613
MISSOURI UNIV. OF SCI. & TECH.	1,403	871	839	879	878	965
MISSOURI WESTERN	804	996	1,020	1,009	940	932
NORTHWEST	1,215	1,202	1,226	1,329	1,265	1,520
SOUTHEAST	1,935	1,411	1,392	1,544	1,388	1,651
TRUMAN	1,482	1,312	1,478	1,442	1,365	1,404
UCM	2,186	1,358	1,434	1,501	1,545	1,495
UMC	4,193	4,607	4,631	4,663	4,584	4,684
UMKC	722	765	906	1,016	912	901
UMSL	1,092	466	399	498	464	451
Public Four-Year Institution Total	19,087	16,765	17,495	18,123	17,774	18,336
<u>PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS</u>						
CROWDER	282	600	579	555	595	706
EAST CENTRAL	358	544	530	493	660	566
JEFFERSON	494	836	846	885	903	1,060
MCC - BLUE RIVER	--	259	229	315	417	399
MCC - BUSINESS AND TECHNOLOGY	--	28	21	43	93	116
MCC - LONGVIEW	622	433	457	665	869	992
MCC - MAPLE WOODS	266	392	396	571	699	761
MCC - PENN VALLEY	300	220	259	357	433	434
MCC - PIONEER	3	--	--	--	--	--
MINERAL AREA	316	551	549	596	626	623
MOBERLY	232	740	387	562	682	696
MSU - WEST PLAINS	100	392	342	342	293	348
NORTH CENTRAL	123	296	299	230	263	293
OZARKS TECH	--	1,530	1,431	1,656	1,665	1,790
ST. CHARLES	--	1,129	1,133	1,080	1,210	1,223
ST. LOUIS CC - FLO VALLEY	1,039	777	727	739	746	683
ST. LOUIS CC - FOREST PARK	541	517	517	478	574	512
ST. LOUIS CC - MERAMEC	1,263	1,151	1,287	1,121	1,607	1,361
ST. LOUIS CC - WILDWOOD	--	--	--	--	--	201
STATE FAIR	268	662	530	574	624	677
THREE RIVERS	264	539	463	515	545	624
Public Two-Year Institution Total	6,471	11,596	10,982	11,777	13,504	14,065
<u>STATE TECHNICAL COLLEGE</u>						
LINN STATE	--	362	317	375	399	387
Public Institution Total	25,558	28,723	28,794	30,275	31,677	32,788

Appendix B: Participation Rates, Public Institutions

Historical Trend in Full-Time Equivalent (FTE) Enrollment at Public Institutions Fall 1981 and Fall 2003 to Fall 2007

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PUBLIC BACCALAUREATE AND HIGHER DEGREE-GRANTING INSTITUTIONS</u>						
HARRIS-STOWE	946	967	1,063	1,196	1,390	1,413
LINCOLN	2,070	2,254	2,370	2,346	2,304	2,288
MISSOURI SOUTHERN	3,174	4,080	4,044	4,198	4,407	4,343
MISSOURI STATE	11,462	14,930	15,181	15,079	15,379	15,537
MISSOURI UNIV. OF SCI. & TECH.	6,684	4,606	4,594	4,800	4,979	5,320
MISSOURI WESTERN	3,284	3,933	3,996	4,066	3,999	4,054
NORTHWEST	4,380	5,209	5,017	5,139	5,052	5,463
SOUTHEAST	8,187	7,434	7,391	7,794	7,834	7,993
TRUMAN	6,233	5,535	5,689	5,655	5,592	5,674
UCM	9,234	8,264	8,128	8,342	8,500	8,610
UMC	22,313	22,557	23,000	23,704	24,187	24,272
UMKC	7,985	9,286	9,608	9,797	9,796	9,831
UMSL	8,205	9,226	9,164	9,452	9,466	9,546
Public Four-Year Institution Total	94,157	98,281	99,245	101,568	102,885	104,344
<u>PUBLIC CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS</u>						
CROWDER	812	1,730	1,766	1,736	1,866	2,274
EAST CENTRAL	1,353	1,994	2,066	2,057	2,136	2,178
JEFFERSON	1,628	2,740	2,837	2,930	3,012	3,311
MCC - BLUE RIVER	--	1,435	1,401	1,570	1,616	1,690
MCC - BUSINESS AND TECHNOLOGY	--	214	186	284	316	354
MCC - LONGVIEW	2,506	3,361	3,410	3,426	3,261	3,425
MCC - MAPLE WOODS	1,270	2,806	2,689	2,630	2,547	2,721
MCC - PENN VALLEY	2,878	2,553	2,793	2,694	2,661	2,618
MCC - PIONEER	192	--	--	--	--	--
MINERAL AREA	993	2,067	1,974	1,994	2,007	2,111
MOBERLY	662	2,328	2,395	2,313	2,398	2,624
MSU- WEST PLAINS	315	1,114	1,072	1,060	968	1,088
NORTH CENTRAL	367	963	909	867	988	1,001
OZARKS TECH.	--	5,635	5,901	6,187	6,414	6,769
ST. CHARLES	--	4,169	4,318	4,355	4,375	4,514
ST. LOUIS CC - FLO. VALLEY	5,636	4,103	3,933	3,748	3,635	3,667
ST. LOUIS CC - FOREST PARK	3,993	4,280	4,094	4,153	4,329	4,235
ST. LOUIS CC - MERAMEC	5,924	7,550	7,321	7,038	6,736	6,301
ST. LOUIS CC- WILDWOOD	--	--	--	--	--	561
STATE FAIR	1,040	2,215	2,007	1,960	2,006	2,259
THREE RIVERS	1,045	2,084	2,204	2,003	2,074	2,287
Public Two-Year Institution Total	30,614	53,341	53,276	53,005	53,345	55,988
<u>STATE TECHNICAL COLLEGE</u>						
LINN STATE	--	867	854	885	888	891
Public Institution Total	124,771	152,489	153,375	155,458	157,118	161,223

Appendix C

Appendix C: Participation Rates, Private Institutions

Participation Rates: Total Headcount Enrollment at Private Not-for-Profit (Independent) Institutions • Fall 1981 and Fall 2002 to Fall 2006

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT) BACCALAUREATE AND HIGHER DEGREE- GRANTING INSTITUTIONS</u>						
AVILA	1,974	1,783	2,104	1,697	1,683	1,831
CARDINAL NEWMAN	93	--	--	--	--	--
CENTRAL METHODIST	671	1,963	2,094	2,883	3,161	3,428
COLLEGE OF THE OZARKS	1,560	1,348	1,348	1,333	1,345	1,354
COLUMBIA	2,225	10,146	11,011	11,739	12,281	12,955
CULVER-STOCKTON	644	835	855	840	869	849
DRURY	2,805	4,583	4,758	4,917	4,911	4,978
EVANGEL	1,886	1,847	1,967	2,021	1,879	1,851
FONTBONNE	882	2,542	2,827	2,836	2,924	2,999
HANNIBAL-LAGRANGE	434	1,128	1,067	1,056	1,091	1,184
LINDENWOOD	1,916	7,838	8,615	9,076	9,525	9,899
MARYVILLE	1,688	3,301	3,140	3,223	3,333	3,422
MISSOURI BAPTIST	438	3,656	4,058	4,460	4,511	4,563
MISSOURI VALLEY	482	1,625	1,641	1,635	1,606	1,694
PARK	3,037	11,868	12,548	13,275	13,182	13,259
ROCKHURST	3,299	2,765	2,764	2,944	3,066	3,124
SAINT LOUIS	9,324	14,386	14,549	14,966	14,897	15,539
SOUTHWEST BAPTIST	1,510	3,552	3,375	3,422	3,491	3,403
STEPHENS	1,262	647	705	826	964	1,050
TARKIO	585	--	--	--	--	--
WASHINGTON	10,855	13,020	13,380	13,383	13,355	13,382
WEBSTER	5,197	18,740	19,038	18,594	18,963	19,398
WESTMINSTER	714	821	861	918	953	972
WILLIAM JEWELL	1,746	1,274	1,310	1,331	1,187	1,131
WILLIAM WOODS	838	2,173	2,191	2,577	2,308	2,219
Private Four-Year Institution Total	56,065	111,841	116,206	119,952	121,485	124,484
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT) CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS</u>						
COTTEY	--	289	270	314	318	323
KEMPER	122	--	--	--	--	--
NORTHWEST MISSOURI CC	--	--	--	--	--	--
ST. MARY'S	643	--	--	--	--	--
ST. PAUL'S	137	--	--	--	--	--
WENTWORTH	232	583	619	328	334	1,139
Private Two-Year Institution Total	1,134	872	889	642	652	1,462
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) TOTAL	57,199	112,713	117,095	120,594	122,137	125,946
STATE TOTAL	228,415	328,933	331,669	338,219	340,404	349,042

**Participation Rates: Historical Trend in First-Time,
Full-Time Freshmen at
Private Not-for-Profit (Independent) Institutions
Fall 1981 and Fall 2002 to Fall 2006**

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT) BACCALAUREATE AND HIGHER DEGREE- GRANTING INSTITUTIONS</u>						
AVILA	141	152	132	154	138	114
CENTRAL METHODIST	193	223	185	223	205	270
COLLEGE OF THE OZARKS	327	253	268	241	276	282
COLUMBIA	296	141	166	151	171	195
CULVER-STOCKTON	224	219	182	155	214	203
DRURY	242	496	440	489	526	540
EVANGEL	344	440	423	423	367	337
FONTBONNE	134	194	190	187	189	193
HANNIBAL-LAGRANGE	100	154	166	137	131	143
LINDENWOOD	328	781	917	820	934	881
MARYVILLE	135	318	313	322	290	294
MISSOURI BAPTIST	41	194	211	204	186	178
MISSOURI VALLEY	175	401	376	359	375	441
PARK	89	94	116	131	188	167
ROCKHURST	347	244	305	370	396	367
SAINT LOUIS	707	1,377	1,456	1,521	1,564	1,602
SOUTHWEST BAPTIST	405	309	304	305	387	360
STEPHENS	375	139	157	203	225	225
TARKIO	149	--	--	--	--	--
WASHINGTON	1,071	1,349	1,440	1,376	1,461	1,328
WEBSTER	173	419	452	393	418	489
WESTMINSTER	224	240	231	270	279	224
WILLIAM JEWELL	363	357	286	302	248	287
WILLIAM WOODS	241	203	195	230	195	185
Private Four-Year Institution Total	6,824	8,697	8,911	8,966	9,363	9,305
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT) CERTIFICATE AND ASSOCIATE DEGREE-GRANTING INSTITUTIONS</u>						
COTTEY	--	150	146	184	171	178
KEMPER	70	--	--	--	--	--
NORTHWEST MISSOURI CC	--	--	--	--	--	--
ST. MARY'S	60	--	--	--	--	--
WENTWORTH	106	54	43	98	107	163
Private Two-Year Institution Total	236	204	189	282	278	341
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) TOTAL	7,060	8,901	9,100	9,248	9,641	9,646
STATE TOTAL	32,618	37,624	37,894	39,523	41,318	42,434

Appendix C: Participation Rates, Private Institutions

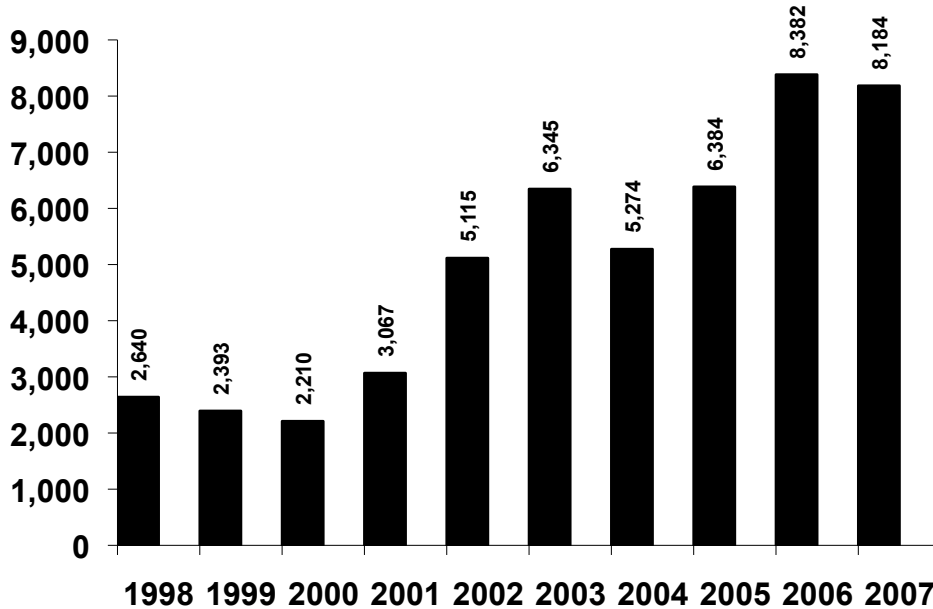
Participation Rates: Historical Trend in Full-Time Equivalent (FTE) Enrollment at Private Not-for-Profit (Independent) Institutions Fall 1981 and Fall 2002 to Fall 2006

INSTITUTION	FALL 1981	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT)</u>						
<u>BACCALAUREATE AND HIGHER DEGREE-</u>						
<u>GRANTING INSTITUTIONS</u>						
AVILA	1,326	1,252	1,341	1,255	1,265	1,336
CARDINAL NEWMAN	95	--	--	--	--	--
CENTRAL METHODIST	651	1,193	1,446	1,566	1,732	2,017
COLLEGE OF THE OZARKS	1,246	1,432	1,565	1,425	1,446	1,443
COLUMBIA	1,105	6,787	7,318	7,709	8,117	8,368
CULVER-STOCKTON	597	825	851	835	853	821
DRURY	1,774	3,345	3,457	3,596	3,597	3,635
EVANGEL	1,808	1,773	1,841	1,915	1,794	1,748
FONTBONNE	717	1,938	2,178	2,176	2,283	2,298
HANNIBAL-LAGRANGE	345	873	889	970	928	935
LINDENWOOD	1,069	6,053	6,873	7,310	7,903	8,239
MARYVILLE	1,174	2,374	2,490	2,433	2,524	2,578
MISSOURI BAPTIST	288	2,079	2,310	2,470	2,487	2,542
MISSOURI VALLEY	456	1,496	1,512	1,500	1,499	1,548
PARK	1,344	4,586	4,650	4,887	4,929	4,924
ROCKHURST	2,125	1,916	1,937	2,124	2,259	2,346
SAINT LOUIS	7,232	10,592	10,701	11,547	11,647	11,549
SOUTHWEST BAPTIST	1,451	2,556	2,526	2,530	2,632	2,676
STEPHENS	1,241	551	590	698	900	915
TARKIO	415	--	--	--	--	--
WASHINGTON	8,696	11,313	11,351	11,512	11,553	11,826
WEBSTER	2,211	11,351	11,487	11,123	11,129	11,468
WESTMINSTER	694	813	843	903	981	980
WILLIAM JEWELL	1,549	1,247	1,275	1,290	1,157	1,109
WILLIAM WOODS	803	1,528	1,596	1,816	1,732	1,705
Private Four-Year Institution Total	40,412	77,873	81,027	83,590	85,347	87,006
<u>PRIVATE NOT-FOR-PROFIT (INDEPENDENT)</u>						
<u>CERTIFICATE AND ASSOCIATE DEGREE-GRANTING</u>						
<u>INSTITUTIONS</u>						
COTTEY	--	305	287	327	334	348
KEMPER	149	--	--	--	--	--
NORTHWEST MISSOURI CC	--	--	--	--	--	--
ST. MARY'S	340	--	--	--	--	--
ST. PAUL'S	106	--	--	--	--	--
WENTWORTH	205	328	341	236	267	972
Private Two-Year Institution Total	800	633	628	563	601	1,320
PRIVATE NOT-FOR-PROFIT (INDEPENDENT) TOTAL	41,212	78,506	81,655	84,153	85,948	88,326
STATE TOTAL	165,983	230,995	235,030	239,611	243,066	249,549

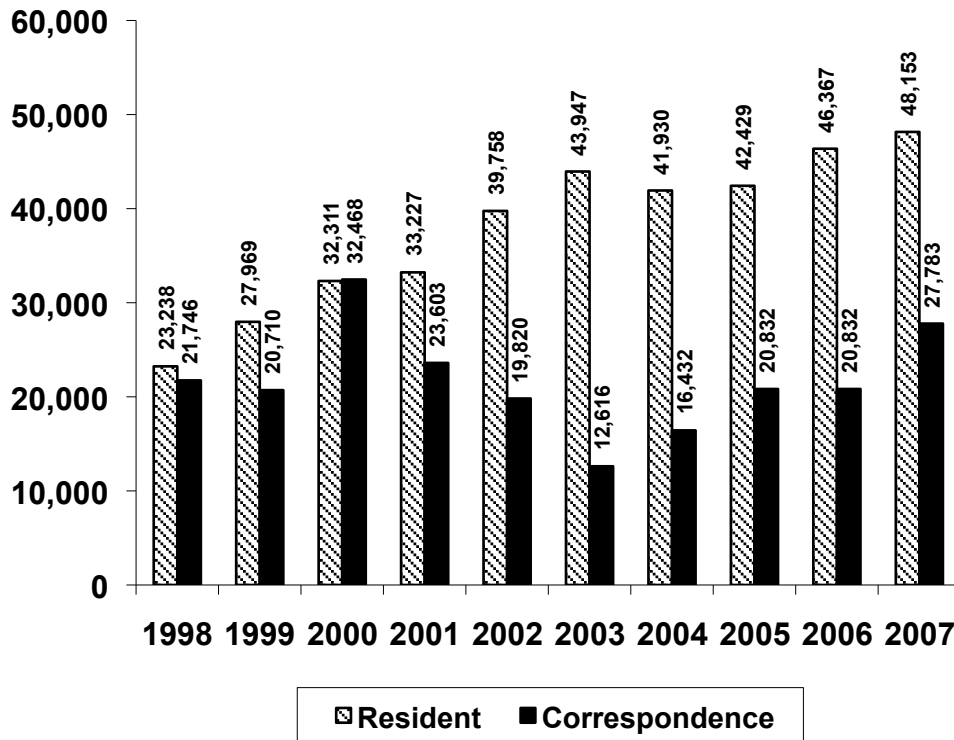
Appendix D

Proprietary School Enrollment

Non-Missouri Degree-Granting Schools
(Regionally accredited schools offering instruction in Missouri)



Missouri Private Career Schools



Appendix E

ACADEMIC PROGRAM ACTIONS FISCAL YEAR 2008 Summary Organized by Type of Program Action

I. Programs Discontinued (Total Category Count = 47)

Certificates (Count = 23)

- C0, Child Care & Guidance (02-08) **Three Rivers Community College (TRCC)** (for delivery in Kennett, Malden, and Sikeston)
- C0, Corrections (02-08) **TRCC**
- C0, Database Management for Web-Based Applications (10-07) **Metropolitan Community College (MCC)-Maple Woods**
- C0, Database Management with SQL Server (10-07) **MCC-Blue River**
- C0, Emergency Medical Technician-Paramedic (02-08) **TRCC**
- C0, Entrepreneurship/Small Business Management (02-08) **TRCC**
- C1, Agribusiness (10-07) **North Central Missouri College (NCMC)**
- C1, Chemical Application (10-07) **NCMC**
- C1, Child Development (02-08) **Mineral Area College (MAC)** (for delivery at Perry County Higher Education Center)
- C1, Child Development (02-08) **MAC** (for delivery at Winona R-III School District)
- C1, Database Management I (10-07) **MCC-Penn Valley**
- C1, Database Management II (10-07) **MCC-Blue River**
- C1, Database Management II (10-07) **MCC-Maple Woods**
- C1, Database Management II (10-07) **MCC-Penn Valley**
- C1, Farm Management (10-07) **NCMC**
- C1, Industrial Technologies (04-08) **MAC**
- C1, Industrial Technology (Emphasis-Electricity/Electronics) (04-08) **State Fair Community College (SFCC)**
- C1, Law Enforcement (12-07) **Jefferson College (JC)**
- C1, Manufacturing Technology CNC (10-07) **MCC-Blue River**
- C1, Manufacturing Technology Pre-Apprenticeship (10-07) **MCC-Blue River**
- C1, Mechanical Drafting (12-07) **Missouri State University-West Plains (MSU-WP)**
- C1, Paralegal Practice (10-07) **MCC-Penn Valley**
- C1, Police Training Institute (12-07) **JC**

Associates (Count = 5)

- AA, General Studies (12-07) **MSU-WP** (for delivery at Houston High School)
- AA, General Studies (12-07) **MSU-WP** (for delivery at Mountain Grove High School)
- AAS, Industrial Technologies (04-08) **MAC**
- AAS, Industrial Technology (12-07) **MSU-WP**
- AAS, Laser Electro-Optics Technology (12-07) **JC**

Baccalaureate (Count = 11)

BA, Sociology (12-07) **Southeast Missouri State University (Southeast)**
BS, Electrical Engineering Technology (02-08) **University of Central Missouri (UCM)**
BS, Engineering Physics: Applied Physics and Engineering (04-08) **Southeast**
BS, Geography (12-07) **Southeast**
BS, Geoscience (12-07) **Southeast**
BS, Public Administration/Environmental Studies (12-07) **Central Methodist University (CMU)**
BS, Sociology (12-07) **Southeast**
BSE, Business Education (12-07) **CMU**
BSED, Secondary Education-Earth Science (12-07) **Southeast**
BSED, Vocational Education (06-08) **Northwest Missouri State University (NWMSU)**
BSED, Vocational Education (06-08) **NWMSU** (for delivery in Iowa)

Graduate (Count = 8)

GRCT, Managerial Economics (06-08) **University of Missouri-St. Louis (UMSL)**
GRCT, Telecommunications Management (10-07) **UMSL**
MS, Counseling Psychology (10-07) **NWMSU** (for delivery at the Maryville campus and St. Joseph site)
MS, Criminal Justice (02-08) **UCM** (for delivery at Missouri Southern State University)
MS, Criminal Justice (02-08) **UCM** (for delivery at Missouri Western State University)
MS, Environmental Science (12-07) **Southeast**
MS, Human Service Agency Management (10-07) **Lindenwood University**
MSED, Vocational Education (06-08) **NWMSU** (delivered in Iowa)

II. Programs Placed on Inactive Status (Total Category Count = 11)

Certificates (Count=3)

C1, Communications/Multimedia Technology (02-08) **MAC**
C1, Graphic Designs, Communication Art and Illustration (02-08) **MAC**
C1, Therapeutic Riding Instruction (10-07) **NCMC**

Associates (Count = 6)

AAS, Custom Applicator Technology (04-08) **SFCC**
AAS, Fire Science Technology (04-08) **SFCC**
AAS, Graphic Designs, Communication Art and Illustration (02-08) **MAC**
AAS, Human Services (10-07) **NCMC**
AAS, Manufacturing Technology (10-07) **NCMC**
(for delivery at the main campus and Northwest Technical School in Maryville)
AAS, Therapeutic Riding Instruction (10-07) **NCMC**

Baccalaureate (Count = 1)

BS, Industrial Technology Manufacturing Management (04-08) **UCM**

Graduate (Count = 1)

GRCT, School Psychology (04-08) **UMSL**

Appendix E: Academic Program Actions

III. Approved Changes in Academic Programs (Total Category Count = 181) (Options Inactivated/Deleted, Options Added, Title Changes, Certificates Added, Programs Relocated and/or Programs Combined)

Certificates (Count = 30)

C0, Computer Aided Drafting & Design (02-08) **MCC-Business and Technology College**
C0, Manufacturing Technology Career (10-07) **MCC-Blue River**
C0, Welding Job Ready (02-08) **MCC-Business and Technology College**
C1, Agriculture and Natural Resources (10-07) **NCMC**
C1, American Sign Language Certificate (02-08) **MCC-Maple Woods**
C1, Business Technology (10-07) **NCMC**
C1, Child Care/Early Childhood Education (12-07) **JC**
C1, Civil Technology (04-08) **MAC**
C1, Computer Information Science (02-08) **Ozark Technical Community College (OTCC)**
C1, Computer Information Systems (12-07) **JC**
C1, Computer Information Technology (04-08) **Moberly Area Community College (MACC)**
C1, Database Management (Access) (10-07) **MCC-Blue River**
C1, Database Management (Oracle) (10-07) **MCC-Blue River**
C1, Database Management (Access) (10-07) **MCC-Maple Woods**
C1, Database Management (Oracle) (10-07) **MCC-Maple Woods**
C1, Database Management (Access) (10-07) **MCC- Penn Valley**
C1, Database Management (Oracle) (10-07) **MCC- Penn Valley**
C1, Electronics/Electronics Technology (04-08) **MACC**
C1, Equine Management (10-07) **NCMC**
C1, Financial Services (10-07) **MCC-Blue River**
C1, Financial Services (10-07) **MCC-Blue River**
C1, Financial Services (10-07) **MCC-Maple Woods**
C1, Financial Services (10-07) **MCC-Penn Valley**
C1, Heating/Refrigeration/AC Technology (12-07) **JC**
C1, Industrial Technology – Electrical Maintenance (04-08) **SFCC**
C1, Manufacturing Technology (10-07) **MCC-Blue River**
C1, Manufacturing Technology Computer Numerical Control Operator (10-07) **MCC-Blue River**
C1, Medical Office Support Services (04-08) **SFCC**
C1, Office Support Services (04-08) **SFCC**
C1, Real Estate Appraisal (04-08) **SFCC**

Associates (Count = 33)

AA, Associate of Arts (06-08) **OTCC**
AA, General Studies (02-08) **Crowder College**
AE, Associate in Engineering (02-08) **MCC-Blue River, Longview, Maple Woods, Penn Valley**
AAS, Agriculture and Natural Resources (10-07) **NCMC**
AAS, Business (10-07) **MCC-Blue River**
AAS, Business (10-07) **MCC-Maple Woods**
AAS, Business (10-07) **MCC-Penn Valley**
AAS, Business Management (04-08) **SFCC**
AAS, Business Technology (10-07) **NCMC**
AAS, Child Care/Early Childhood Education (12-07) **JC**
AAS, Civil Technology (04-08) **MAC**
AAS, Computer Aided Design and Engineering Technology (12-07) **JC**
AAS, Computer Aided Drafting & Design (02-08) **MCC-Business and Technology College**
AAS, Computer Information Science (02-08) **OTCC**
AAS, Computer Information Technology (04-08) **MAC**
AAS, Computer Science & Information Systems (10-07) **MCC-Blue River**
AAS, Computer Science & Information Systems (10-07) **MCC-Maple Woods**
AAS, Computer Science & Information Systems (10-07) **MCC-Penn Valley**
AAS, Criminal Justice (02-08) **TRCC**
AAS, Electronics/Electronics Technology (04-08) **MAC**
AAS, Electronic Technology (12-07) **JC**
AAS, Engineering Technology (06-08) **MCC-Business and Technology**
AAS, Heating/Refrigeration/AC Technology (12-07) **JC**
AAS, Industrial Technologies (02-08) **MCC-Business and Technology College**
AAS, Industrial Technology (10-07) **TRCC**
AAS, Industrial Technology (04-08) **SFCC**
AAS, Industrial Technology (06-08) **MCC-Business and Technology**
AAS, Manufacturing Supervision (04-08) **MAC**
AAS, Manufacturing Technology (10-07) **MCC-Blue River**
AAS, Medical Office Administration (04-08) **SFCC**
AAS, Nuclear Engineering Technology (04-08) **Linn State Technical College (LSTC)**
(for delivery at the Advanced Technology Center)
AAS, Office Systems Technology (12-07) **JC**
AAS, Paralegal Practice (10-07) **MCC-Penn Valley**

Baccalaureate (Count = 60)

BA, Art (04-08) **Missouri Southern State University (MSSU)**
BA, Biological Sciences (12-07) **University of Missouri-Kansas City (UMKC)**
BA, Chemistry (12-07) **UMKC**
BA, Communication (10-07) **Truman State University (Truman)**
BA, Communications (12-07) **MSSU**
BA, Communication Studies (12-07) **Southeast**
BA, Economics (12-07) **UMKC**

Appendix E: Academic Program Actions

BA, English (12-07) **Southeast**
BA, English (12-07) **UMKC**
BA, History (12-07) **UMKC**
BA, Mass Media (10-07) **MSU**
BA, Organizational Communication (04-08) **NWMSU**
BA, Psychology (12-07) **UMKC**
BA, Psychology (04-08) **UMSL**
BA, Theatre and Performance Studies (10-07) **Missouri State University (MSU)**
BA/BS, Philosophy (10-07) **MSU**
BFA, Design (10-07) **MSU**
BFA, Theatre (10-07) **MSU**
BM, Music (12-07) **Southeast**
BME, Music Education (12-07) **Southeast**
BS, Agricultural Business (10-07) **MSU**
BS, Applied Mathematics (12-07) **UMKC**
BS, Computer Science (12-07) **Southeast**
BS, Computer Science (02-08) **UCM**
BS, Engineering Physics (04-08) **Southeast**
BS, Engineering Technology (12-07) **Southeast**
BS, Engineering Technology (04-08) **UCM**
BS, Engineering Technology (functional major) (12-07) **Southeast**
BS, Environmental Health (12-07) **MSSU**
BS, Environmental Science (12-07) **UMKC**
BS, Health Management (12-07) **Southeast**
BS, Health Science (12-07) **MSSU**
BS, Industrial Management (10-07) **MSU**
BS, Industrial Technology (04-08) **Southeast**
BS, Industrial Technology 2+2 (04-08) **UCM**
BS, Linguistics (10-07) **Truman**
BS, Management (10-07) **MSU**
BS, Management Technology (12-07) **MSSU**
BS, Marketing (10-07) **MSU**
BS, Mass Media (10-07) **MSU**
BS, Organizational Communication (04-08) **NWMSU**
BS, Physical Education (10-07) **UCM**
BS, Physics (12-07) **UMKC**
BS, Plant Sciences (10-07) **University of Missouri-Columbia (UMC)**
BS, Psychology (12-07) **UMKC**
BS, Recreation and Leisure Studies (10-07) **MSU**
BS, Sociology (04-08) **NWMSU**
BS, Theatre and Video (04-08) **MWSU**
BSBA, Accountancy (04-08) **UCM**
BSBA, Management (04-08) **Southeast**
BSBA, Marketing (10-07) **UCM**

BS/BAS, General Agriculture (10-07) **MSU**
BSE, Middle School Education (12-07) **MSSU**
BSE, Secondary Education (10-07) **UCM**
BSE, Secondary Education (02-08) **UCM**
BSE, Secondary Education (06-08) **UCM**
BSED, Chemistry (9-12) (06-08) **NWMSU**
BSED, Family and Consumer (Birth-12; 9-12) (06-08) **NWMSU**
BSED, Physics (9-12) (06-08) **NWMSU**
BSED, Secondary Education (06-08) **UMC**

Graduate (Count = 58)

GRCT, Control Systems (10-07) **Missouri University of Science and Technology (MST)**
GRCT, Defense and Strategic Studies (10-07) **MSU**
GRCT, Food Safety and Defense (10-07) **UMC**
GRCT, Higher and Continuing Education Administration (10-07) **UMC**
GRCT, Human Systems Integration (06-08) **MST**
GRCT, Information Assurance and Security Officer Essentials (10-07) **MST**
GRCT, Manufacturing Automation (10-07) **MST**
GRCT, Military Geological Engineering (06-08) **MST**
GRCT, Mining Engineering (10-07) **MST**
GRCT, Quality Engineering (06-08) **MST**
GRCT, Secondary School Teaching (04-08) **UMSL**
GRCT, Teaching English to Speakers of Other Languages (04-08) **UMSL**
MA, Educational Leadership and Policy Analysis (10-07) **UMC**
MBA, Business Administration (10-07) **NWSU** (for delivery at St. Joseph Center)
MBA, Business Administration (04-08) **NWSU**
MBA, Business Administration (12-07) **Southeast**
MBA, Business Administration (02-08) **Southeast**
MBA, Business Administration (06-08) **Southeast**
ME, Mining Engineering (10-07) **MST**
MED, School Administration and Supervision (02-08) **Lincoln University (LU)**
MED, Secondary Education (10-07) **UMSL**
MME, Music Education (12-07) **Southeast**
MNS, Natural Science (12-07) **Southeast**
MS, Aerospace Engineering (10-07) **MST**
MS, Bioinformatics (04-08) **UMKC**
MS, Career and Technical Education Leadership (04-08) **UCM**
MS, College Student Personnel Administration (04-08) **UCM**
MS, Computer Engineering (10-07) **MST**
MS, Computer Science (10-07) **MST**
MS, Food Science (10-07) **UMC**
MS, Information Systems (10-07) **UMSL**
MS, Mechanical Engineering (10-07) **MST**
MS, Mining Engineering (10-07) **MST**

Appendix E: Academic Program Actions

MS, Occupational Safety Management (04-08) **UCM**
MS, Psychology (10-07) **MSU**
MS, Technology (04-08) **UCM**
MS, Vision Science (06-08) **UMC**
MSED, Educational Leadership (10-07) **NWSU** (for delivery at St. Joseph Center)
MSED, Elementary Education-Self-Contained (10-07) **NWSU** (for delivery at Blue jay Tower in Liberty)
MSED, Guidance and Counseling (10-07) **NWSU** (for delivery at St. Joseph Center)
MSED, Reading (10-07) **NWSU** (for delivery at Blue jay Tower in Liberty)
MSED, Special Education (10-07) **NWSU** (for delivery at Blue jay Tower in Liberty)
MSED, Teaching Instructional Technology (10-07) **NWSU** (for delivery at St. Joseph Center)
MSED, Teaching Middle School (10-07) **NWSU** (for delivery at St. Joseph Center)
MSED, Teaching Secondary (10-07) **NWSU**
MSED, Teaching Secondary (06-08) **NWSU**
DE, Mechanical Engineering (10-07) **MST**
DE, Mining Engineering (10-07) **MST**
EDS, Elementary School Principal, (10-07) **NWSU** (for delivery at St. Joseph Center)
EDS, Secondary School Principal, (10-07) **NWSU** (for delivery at St. Joseph Center)
EDS, Superintendent (10-07) **NWSU** (for delivery at Blue jay Tower in Liberty)
EDS, Superintendent, (10-07) **NWSU** (for delivery at St. Joseph Center)
EDSP, Human Service (04-08) **UCM**
Ph.D., Aerospace Engineering (10-07) **MST**
Ph.D., Educational Leadership and Policy Analysis (10-07) **UMC**
Ph.D., Mechanical Engineering (10-07) **MST**
Ph.D., Mining Engineering (10-07) **MST**
Ph.D., Vision Science (06-08) **UMC**

IV. Received and Reviewed Changes in Program

(Independent Colleges and Universities) (Total Category Count = 5)

Certificates (Count = 1)

C1, Information Technology (10-07) **Lindenwood University**

Baccalaureate (Count = 2)

BA, Information Technology

BA, Nonprofit Administration (10-07) **Lindenwood University**

Graduate (Count = 2)

MA, Nonprofit Administration (10-07) **Lindenwood University**

MBA, Business Administration (10-07) **Lindenwood University**

V. Programs Changes Requested and Not Approved

NONE

VI. New Programs Approved (Total Category Count = 31)

Certificates (Count = 4)

- C1, Computer Aided Drafting and Design Technology – Architectural (04-08) **JC**
- C1, Manufacturing Technology, Level 1 (10-07) **OTCC**
- C1, Manufacturing Technology, Level 2 (10-07) **OTCC**
- C1, Manufacturing Technology, Level 3 (10-07) **OTCC**

Associates (Count = 8)

- AA, Associate of Arts (06-08) **OTCC** (for delivery at the Waynesville Education Center)
- AAS, Building Materials Merchandising (04-08) **SFCC** (for delivery in Osage Beach)
- AAS, Computer Aided Drafting and Design Technology – Architectural (04-08) **JC**
- AAS, Construction Technology (04-08) **SFCC** (for delivery in Osage Beach)
- AAS, Forestry Technology (12-07) **TRCC** (for delivery at main campus in Poplar Bluff and TRCC Centers in Kennett, Malden, Portageville, and Sikeston.)
- AAS, Manufacturing Technology (10-07) **OTCC**
- AAT, Associate of Arts in Teaching (02-08) **MSU-WP**
- ASN, Nursing (10-07) **OTCC**

Baccalaureate (Count = 12)

- BA, Global Studies (10-07) **Southeast**
- BA, Romance Language (10-07) **Truman**
- BS, Athletic Training (10-07) **Truman**
- BS, Biochemistry (06-08) **UCM**
- BS, Child and Family Development (06-08) **MSU** (for delivery at West Plains and Mountain Grove)
- BS, Convergent (04-08) **MWSU**
- BS, Criminal Justice (04-08) **Southeast** (for delivery in Kennett, Malden, Perryville, and Sikeston)
- BS, English (06-08) **NWMSU**
- BS, Forensic Chemistry (06-08) **UCM**
- BS, Information Technology Service Management (10-07) **MSU**
- BS, Mass Communication (04-08) **MSSU**
- BSBA, Management (06-08) **UCM** (continued approval for delivery in Lee's Summit)

Graduate (Count = 7)

- MAA, Integrated Media (10-07) **MWSU**
- MAA, Written Communication (04-08) **MWSU**
- MAG, Agriculture (Individually Designed Program) (10-07) **UMC**
- MAS, Assessment (10-07) **MWSU**
- MNR, Natural Resources (Individually Designed Program) (10-07) **UMC**
- MS, Applied Anthropology (10-07) **MSU**
- MS, Higher Education Leadership (10-07) **NWMSU**

Appendix E: Academic Program Actions

VII. New Program Received and Reviewed (Independent Colleges and Universities) (Total Category Count = 20)

Baccalaureate (Count = 10)

BA, Applied Sociology (10-07) **Fontbonne University**
BA, Corporate Communication (10-07) **Fontbonne University**
BA, Corporate Communication (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 3 SSM St. Louis locations)
BA, Entrepreneurial Studies (10-07) **Lindenwood University**
BA, Organizational Studies (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 3 SSM St. Louis locations)
BBA, Business Administration (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 3 SSM St. Louis locations)
BFA, Musical Theatre (12-07) **Culver-Stockton College**
BS, Exercise Science (10-07) **Lindenwood University**
BS, Sports and Entertainment Management (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 3 SSM St. Louis locations)
BS, Sport Management (12-07) **Culver-Stockton College**

Graduate (Count = 10)

MA, History (02-08) **UMSL & MSSU**
MBA, Business Administration (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 3 SSM St. Louis locations)
MBA, Business Administration (06-08) **Fontbonne University**
(for delivery at Boeing locations in Berkeley and St. Charles)
MBA, Ethical Strategic Leadership (02-08) **UCM** (for delivery in Lee's Summit)
MM, Management (04-08) **Fontbonne University**
(for delivery at SSM Health Care locations in Bridgeton, St. Charles, and 2 SSM St. Louis locations)
MM, Management (06-08) **Fontbonne University**
(for delivery at Boeing locations in Berkeley and St. Charles)
MS, Managing Information Technology (10-07) **Lindenwood University**
MSE, Education (12-07) **Hannibal-LaGrange College**
Ed.D., Educational Administration (10-07) **Lindenwood University**
Ed.D., Instructional Leadership (10-07) **Lindenwood University**

VIII. Programs Withdrawn (Total Category Count = 1)

Associates (Count = 1)

AA, General Studies (06-08) **CC** (for delivery in Webb City)

IX. New Programs Not Approved

NONE

Appendix F

Missouri State Student Aid Disbursed FY 2008

Program	Number of Students	Dollar Amounts
Access Missouri Grant	38,700	\$72,376,870.99
Bright Flight Scholarship	8,760	\$16,806,481.93
GEAR UP	102	\$489,075.20
Marguerite Ross Barnett Memorial Scholarship	188	\$424,827.06
Public Service Officer Survivor Grants	15	\$63,242.00
Vietnam Veteran's Survivor Grants	5	\$18,756.00
Totals	47,770	\$90,179,253.18

Conclusion

The CBHE and the MDHE appreciate the Governor and his staff, members of the General Assembly and their staffs, other state agencies, educational institutions and the general public for their work and cooperation throughout fiscal year 2008. Questions regarding this annual report should be directed to the MDHE at (573) 751-2361 or info@dhe.mo.gov.



Missouri Department of Higher Education
3515 Amazonas Drive
Jefferson City, MO 65109-5717

Phone: 573-751-2361 ■ Fax: 573-751-6635 ■ Information Center: (800) 473-6757
www.dhe.mo.gov ■ info@dhe.mo.gov